

Laguna Beach

2030

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Vision Laguna 2030 Final Report
and Strategic Plan

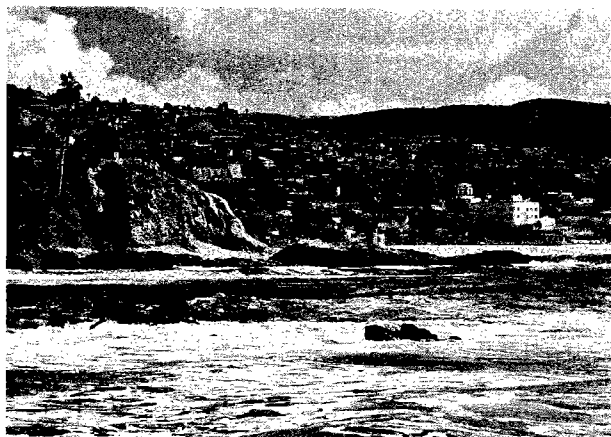
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This document, *Vision Laguna 2030 Final Report and Strategic Plan*, which focuses on Strategic Planning, is the third and final report that has emerged from the Vision Laguna process. The first report, *Laguna Beach at a Glance*, issued in May 2000, established a baseline of factual data and trends relevant to future decision-making. The second report, *Laguna Beach 2030: A Framework for Strategic Planning*, issued in November 2000, presented a summary of what Lagunans identified as our community's greatest assets, opportunities and challenges. It also articulated the issues around which there appeared to be substantial consensus and synthesized them into a framework that served as the basis for Strategic Planning.

City of Laguna Beach

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Acknowledgments

Vision Laguna is a strategic planning project conceived and funded by the Laguna Beach City Council. Without its foresight and commitment, this project would not have been initiated. The Laguna Beach Vision Steering Committee, appointed by the City Council in the Spring of 1999, actively oversaw and managed this project.



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December 2001

Dear Mayor Freeman and Council Members:

The Steering Committee for Vision Laguna 2030 is honored to present the Strategic Plan, the final report of Vision 2030. The mission of Vision Laguna 2030 has been to generate a consensus about where Laguna Beach should be going and to make recommendations about how to get there. This report represents the culmination of two years of citizen efforts to plan for the future. It documents the unfiltered work of seven community strategy teams.

Throughout the Vision Laguna 2030 process, the Steering Committee has sought to include all interests and all points of view. During the last two years, more than 2,000 community members and over 100 groups have participated in this process. Now, the community is ready to implement the Strategic Plan.

Laguna Beach is fortunate to have residents who take pride in our city and want to preserve and enhance its unique character and quality of life. Lagunans value the natural beauty of the city as well as its diverse mix of people, fine public schools, artistic and cultural heritage, eclectic neighborhoods, enlightened business community, honest government, and involved citizenry. Furthermore, Lagunans recognize the importance of tourism to the local economy and are confident that we will find ways to coexist with our visitors while maintaining our quality of life.

While Lagunans recognize that our community will evolve as time passes, we want to preserve the warmth and charm of our downtown village and neighborhoods. Doing so will require balancing careful planning and individualistic expression. Without being overly structured or too perfect, the future Laguna Beach should retain the best of the past and the present. It will nurture diversity, value the contributions of individuals, and promote interaction, involvement, and enthusiasm among all Lagunans.

As Vision Laguna 2030 enters the implementation phase, the Steering Committee again invites all members of the community to become involved. The community conversation should continue to be as vigorous, passionate, and heart-felt as it has been during the visioning and strategic planning phases. Although the duties of the Steering Committee have been completed, its members will remain available to assist the City Council as needed.

Sincerely,

The Vision Steering Committee

Fred S. Droz – *Chairperson*
Cathy Krinsky – *Vice-Chairperson*
Joan Corman Bloch
Suzanne Esko
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Introduction

What will Laguna Beach be like a generation from now? In thirty years will we congratulate ourselves on what we have achieved or lament what we have lost?

Laguna Beach has enjoyed the luxury of relative isolation. Natural physical barriers created by the ocean on one side and rolling hills and steep canyons on the other, combined with a stubborn commitment to preserving our sense of place, have enabled our city to retain its identity. Today, however, the impact of regional development threatens our quality of life.

In the spring of 1999, the Laguna Beach City Council responded to this concern. It appointed a ten-member Steering Committee to design and carry out a community visioning and strategic planning process. Vision Laguna 2030 is the result.



The Steering Committee established the following principles to guide the visioning process:

- Ensure a fair and comprehensive process
- Guarantee maximum citizen participation
- Employ accurate empirical data
- Embody the unique characteristics of Laguna Beach and its people
- Ensure a process that results in achievable recommendations
- Provide the community and its leadership with a quality final report.

Since January 2000, more than 2,000 residents, students, members of community organizations, and local business people have attended citizen-planned forums to hear futurists and experts in planning. Participants also have met in small groups and at four citywide conventions to listen, share opinions and reach consensus.

The Vision Laguna 2030 process required gathering a database, identifying a shared vision, developing a strategic plan, and planning for implementation. The first three phases have been completed. They are described in the section entitled "What Has Been Achieved to Date." The fourth phase, Implementation, begins with the publication of this final report and is discussed in the section "What Remains to Be Done."

What Has Been Achieved to Date

Phases I through III

PHASE I: Gathering a Database

Working with City staff and private consultants, the Vision Laguna Steering Committee compiled factual information about Laguna Beach and adjacent communities. These findings, published in May 2000 in the booklet *Laguna Beach at a Glance*, were made available to the community.

PHASE II: Identifying a Shared Vision

The visioning process offered everyone in town an opportunity to participate in identifying Laguna Beach's assets, challenges, and opportunities. Seven themes emerged from the information gathered through a variety of citywide events, individual questionnaires, and community outreach programs. These themes became the foundation for the November 2000 publication, *Laguna Beach 2030: A Framework for Strategic Planning*. This document became the basis for subsequent community workshops and the formation of seven strategy teams.

When Lagunans were asked to identify what is right about our community, we confirmed that we cherish the spectacular environment that surrounds us, the charm and human scale that characterize our pedestrian-friendly downtown, the diversity of our population, distinctive neighborhoods, and our arts tradition. Laguna is both people and place. We have a tradition of tolerance, philanthropy and civic

activism. This tradition is at the heart of our community.

When discussion turned to the challenges facing Laguna Beach, losing the scale and texture of our individual neighborhoods and commercial centers were concerns. Escalating real estate values bring redevelopment with larger, grander structures that replace older buildings, increase structural density and block views of ocean and hillsides. The fifteen-fold increase in the median price of a home during the last thirty years, from \$40,000 to \$600,000, also reduces the supply of affordable housing. Many of our artists, seniors, teachers, city workers, service industry employees, and successive generations of Lagunans can no longer find homes in town. Moreover, pressure for developing the remaining open hillsides is increasing.

Lagunans recognized the need to respond to the effects of regional growth and aging infrastructures: to stop the pollution that threatens our air, ocean and beaches; to balance residential needs and visitor use; and to control traffic circulation and parking congestion.

We also affirmed our commitment to effective emergency planning, increased support for the arts, expanded community programs and services for local youth, continued educational excellence and outreach, enhanced resources for seniors, and a

vibrant local economy. Finally, we sought ways to build community cohesion and resolve the inevitable conflicts that arise within a community of spirited, action-oriented individuals.

Core values that have historically characterized the community of Laguna Beach resonated throughout the visioning process and formed the framework for the strategic plan.

Core Values

- Lagunans believe that “village” is not only a physical setting but also a vital representation of a genuine functioning community in which people with diverse interests, incomes, occupations and ages each play important roles.
- Lagunans are active in community groups and causes—arts, culture, social assistance, education, athletics and community planning. We enjoy knowing and working with each other on community projects and meeting each other spontaneously in streets, parks and cafes.
- Lagunans accept the responsibility of stewardship for the town we love, for both its people and its environment, and are willing to commit to its preservation and enhancement.
- Lagunans recognize that planning for the future is an ongoing process that demands our attention and vigilance.

PHASE III: Developing a Strategic Plan for Realizing the Vision

Visioning is the process by which a community comes together to create a picture of the place it wants to be in the future. Strategic planning is the process by which the community creates a blueprint for getting there. The strategic plan recommends specific actions for realizing the future as it has been envisioned. Furthermore, the strategic plan is viewed as a living document dependent on an active, informed and engaged citizenry. We anticipate that this plan will be revisited and revised.

During the strategic planning phase, participants organized into strategy teams. Each team examined one of the seven planning themes that emerged from the visioning process. Each participant received a copy of *Laguna Beach 2030: A Framework for Strategic Planning*. Two facilitators, a recording secretary and a representative from the Vision Laguna 2030 Steering Committee, all local volunteers, assisted each strategy team in its discussions. The seven strategy team areas and resulting vision concepts are as follows:

Community Character ~ People

We will honor the diversity that defines Laguna Beach as an eclectic mix of people with varying interests, incomes, occupations and stages of life.

Community Participation in Vision Laguna 2030

SHARING THE VISION									
Gathering the Database • Identifying a Shared Vision • Developing a Strategic Plan for Realizing the Vision									
Publications	At a Glance published				Vision Laguna 2030: A Framework for Strategic Planning published				Vision Laguna 2030: Final Report and Strategic Plan published
START	APRIL 2000	MAY 12, 2000	MAY 13, 2000	SUMMER 2000	NOVEMBER 2000	JANUARY 2001	SPRING 2001	SPRING 2001	DECEMBER 2001
Participation Levels	Vision Steering Committee appointed	Evening with Visionaries (300 people and televised)	Vision Fair with 90+ community groups (1000+ people)	Focus Groups with 17 groups (200+ people)		Vision Education Month: 4 Town Hall Forums (600 people and televised)	4 Community Conventions (150 people per session)	Strategy Team meetings (150 people)	

Community Character ~ Place

We will preserve and enhance the City's identity as a small town with village charm and historic character, an art colony and a beach community.

Resident and Visitor Mobility

We will be a safe and enjoyable community to walk and bicycle with convenient transit and smooth traffic flow.

Environmental Responsibility

We will protect, expand and preserve the beautiful hillsides, beaches and ocean and weave environmental sustainability throughout the fabric of Laguna Beach life now and for future generations.

Arts and Culture

We will be known as a community of artists and a home for the arts and cultural programming.

Economic Sustainability

We will ensure that our business community is healthy and dynamic and built upon the aesthetic charm, historic character and natural features of Laguna Beach.

Governance and Civic Participation

We will help citizens to be better informed about community affairs to foster greater participation and ownership.

The seven strategy teams met frequently during the spring of 2001 to develop their individual action plans. These plans, comprised of the ideas that had received consensus support from team members, were organized and prioritized by each team into final reports. The four Saturday conventions provided opportunities for the individual teams to share their deliberations with other strategy teams. A professional facilitator directed the four Saturday conventions when all the teams came together.

This booklet is Part I of the strategic planning report. It sets forth a brief summary of the process to date, a statement of the goals and recommended projects developed by the strategy teams, and recommendations for implementation.

Part II of the report, entitled *Vision Laguna Strategic Plan Supplement*, is a comprehensive presentation of the working documents produced from some of the strategy teams. See Appendix B for more information on this document. Following this section is a graphic representation of each Strategy Team's vision concepts, goals and proposed actions. The individual action plans developed by each respective team is presented after the colored chart.

"The vision needs to become part of the psyche of the community so it doesn't matter who your city officials are."

— JERE KERSNAR, Vision Laguna's Town Hall Forum, January 12, 2001

We will honor the diversity that defines Laguna Beach as an eclectic mix of people with varying interests, incomes, occupations and stages of life.

VISION LAGUNA

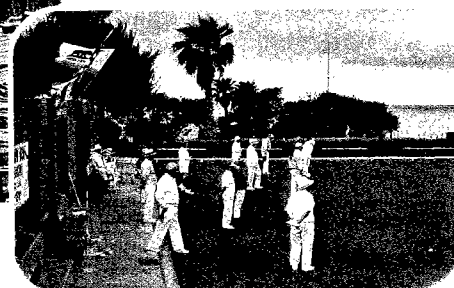
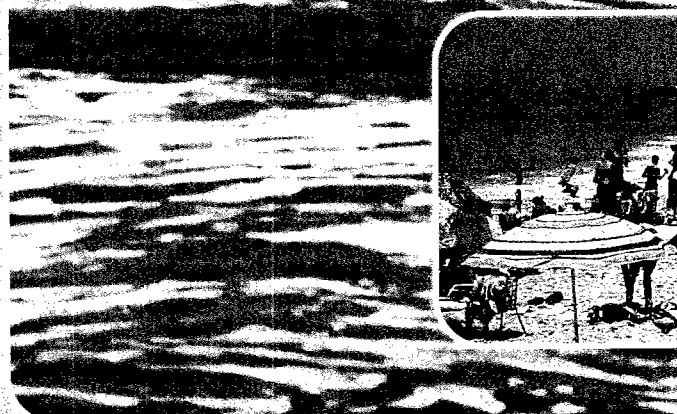
2030 STRATEGIC PLAN

GOALS

- Enhance the spirit and honor the diversity that defines Laguna Beach as an eclectic mix of people and as an artistic haven.
- Enhance contact and increase communication among people of Laguna Beach giving priority to the needs of residents.
- Develop and implement a process to communicate and integrate projects across teams now and into the foreseeable future.
- Ensure the future of the Vision Laguna enterprise.

ACTIONS

- Create **affordable housing** favoring local artists, elderly, workers, and youth.
- Reform strategy groups into **project teams** and recruit more community members.
- Establish a **Quality Coordinating Committee** to further the visioning process.
- Form an independent **Laguna Foundation** to provide support for projects.
- Create a **Community Resource Directory** and **Community Newsletter**
- Solicit **advance public input** on community issues that are coming up for City Council consideration, **conduct analysis**, compare community's input with City Council record.
- Create piazzas and pocket parks as **meeting places** to promote interaction and networking.
- Plan, expand, and promote **community events**, forums, and activities to encourage people to work together.



We will preserve and enhance the City's identity as a small town with village charm and historic character, an art colony and a beach community.

GOALS

- Preserve, enhance and honor the "small town" and "village charm" that has traditionally defined Laguna Beach.
- Preserve, enhance and honor the individual, unique and historical character of Laguna Beach's residential and commercial neighborhoods.
- Preserve, enhance and honor the city's identity as an "art colony" and as a "beach community."

ACTIONS

- Strive for a **vital, people oriented downtown**, with a variety of uses, and economic, residential and cultural integration, and which emphasizes resident serving uses, pedestrians, linkages, Laguna Creek revitalization, and minimization of impact from Coast Highway.
- Develop a community-based **Neighborhood Development Task Force** to preserve the character, uniqueness and diversity of individual neighborhoods.
- **Preserve historic resources**, and encourage the continuation of historical structures and elements in remodels of older buildings.
- Ensure a more fair and **consistent application and enforcement** of the Design Review ordinances.
- Enhance and improve the aesthetic experience along **key entry points and roadways**.
- Plan and increase the amount of **open space and outside social spaces** in and around the city.
- Develop facilities and gathering places to provide **meeting and social spaces** for residents, including youths and seniors.
- Create an **institute** to facilitate speakers, resident intellectuals and artists to accommodate intellectual exchange, meetings and forums.
- Develop an extensive system of safe pedestrian, bicycle and trail **linkages** connecting neighborhoods, commercial areas and open space.
- Enhance the **beaches and coastal interface** including improved funding and operation for lifeguard protection, beach maintenance, recycling, code and law enforcement and inter-jurisdictional coordination with the County for beaches in South Laguna.
- Pursue **aesthetic and scenic improvements** throughout Laguna Beach.
- As stewards of Laguna Beach, **promote the tenets of the Vision process**.

We will create a pedestrian-friendly community where it will be safe to walk and bicycle and where we have convenient transit, adequate parking and reduced traffic congestion.

GOALS

- Develop a Citywide transit system that makes it possible to go anywhere in town without a private car.
- Do an urban design for Coast Highway that balances capacity with safety, amenity, and community and accommodates pedestrians and bicycles.
- Conduct and implement a Livable Communities analysis of Laguna's streets, both residential and commercial, to make them safer, friendlier to bicycles and pedestrians, and more beautiful.
- Create a pedestrian-friendly environment throughout the Downtown Specific Plan area.
- Acquire the necessary factual data and professional assistance necessary to develop and implement an effective parking strategy.
- Do a comprehensive design study of Laguna Canyon.
- Encourage bicycle use as an integral part of a more balanced and sustainable approach to movement within the city.

ACTIONS

- Complete an origin destination analysis to increase **transit** ridership; investigate creating a shuttle system serving Coast Highway and Laguna Canyon Road; consider demand-based transit; integrate transit and parking plans; coordinate existing public transportation options.
- Transform **Coast Highway** into a safe, friendly, beautiful main street and seek increased influence over decisions that affect the road.
- Address the community's desires for mobility, safety, aesthetic and environmental soundness by conducting and implementing a **Livable Communities Analysis**.
- Devote more of the **downtown** area to **pedestrian use**, create spaces similar to European plazas and additional areas for planting; include natural areas and public art.
- To alleviate **parking and traffic congestion**, conduct an **urban traffic analysis**; improve the management of parking; improve and expand the peripheral parking program; revise current parking programs and regulations; develop a dependable revenue source for funding parking and transit improvements and develop resident-priority parking programs.
- Retain the beauty and character of **Laguna Canyon Road**; identify options for additional parking, public transit, pedestrian and bicycle routes, and improved circulation; explore appropriateness of current zoning; create an entrance to the city; investigate assuming more control over Laguna Canyon Road.
- Develop a **bicycle plan** for integration into the Transportation Element; provide bicycle racks as appropriate; consider bicycle safety in street design; re-establish bicycle corridors throughout town; provide maps of these corridors; and make appropriate residential streets "bicycle boulevards."

ENVIRONMENTAL RESPONSIBILITY

We the citizens and residents of the community of Laguna Beach accept the responsibility to protect, maintain and restore the natural environment with long-term environmental sustainability as the ultimate goal.

GOALS

- Preserve and protect the ocean, shore, inter-tidal system, beaches and hillside watersheds.
- Preserve, expand and protect the city's open spaces, hillsides and adjacent parklands
- Weave environmental sustainability throughout the fabric of Laguna Beach life and encourage surrounding communities to do the same.
- Provide continuous environmental education.
- Continuously monitor and address the impacts of regional growth.
- Identify and address various types of pollution and their sources.
- Provide protection from natural and man-made disasters.
- Demand accountability and enforce environmental laws.

ACTIONS

- Form **Ocean Laguna**, a nonprofit organization to activate residents, educate the community and engage in fund development activities to preserve and protect beaches, inter-tidal zone, watersheds and water quality.
- Form of a **City-Appointed Environment Committee** to advise the city on general environmental concerns, such as water, air, noise and light pollution, view protection and open space.
- Create a **public education** campaign supported by enforcement to make citizens and businesses alike aware of the costs of pollution and the vital roles they play in restoring and protecting the environment.
- Form an **Environmental Action** Non-Profit and a Citizens Environmental **Oversight Committee** to serve as a "watch-dog" group to ensure the city address environmental issues in a timely fashion and to oversee the direction and implementation of policies and action to promote the city's sustainable environmental health.
- Dedicate adequate city staff and resources to implement and **enforce the environmental action programs** identified during the Vision Laguna process.
- Research and implement environmental Capital Improvement Projects, such as a state-of-the-art **sewage system** and **erosion control** programs, to help control run-off volume and velocity.
- Create a standing **Public Safety and Protection committee** to assist in the development and implementation of General Plan Action Items to ensure citizen safety.
- Form **Public/Private Partnerships** to promote environmental sustainability.

ARTS AND CULTURE

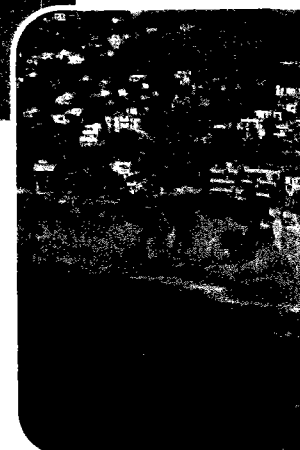
We will be known as a community of artists and a home for the arts and cultural programming.

GOALS

- Enhance and promote the City's cultural identity as a home for all the arts.
- Preserve, enhance, and encourage Laguna Beach's vitality as a community of artists.
- Nourish Laguna Beach's cultural facilities and cultural programming.
- Integrate and recognize the arts in all aspects of the community.

ACTIONS

- Initiate a multi-phased effort to support the arts including an **economic impact report** and public relations campaign, and public-private partnerships.
- Establish a **community arts center** as well as **artist live-work facilities**. Develop **adequate parking** for year-round arts events. Encourage local art groups to examine their by-laws to **ensure continued residency** in Laguna Beach. **Expand venues** for the arts.
- Promote **community education** and participation in the arts. Establish a **City Arts Department** accountable to the City Manager along with a city cultural center and continue to update and implement the City's Cultural Arts Plan.



ECONOMIC SUSTAINABILITY

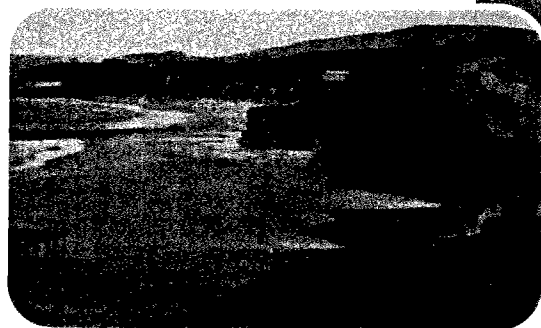
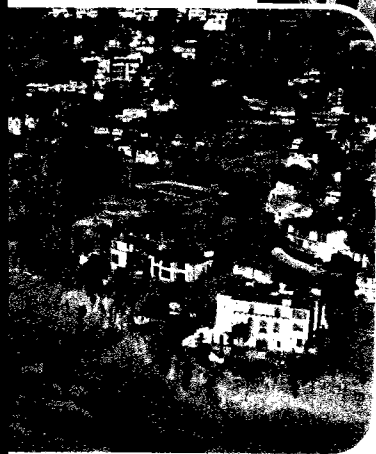
We will ensure that our business community is healthy and dynamic and built upon the aesthetic charm, historic character and natural features of Laguna Beach.

GOALS

- Maintain the aesthetic character and spirit of Laguna Beach.
- Promote downtown and peripheral commercial areas that are intimate, vibrant, year round, resident serving, and pedestrian friendly.
- Develop and maintain innovative solutions for parking, pedestrians, and traffic circulation.
- Encourage low impact and environmentally responsible commercial and light industrial development.

ACTIONS

- Determine specific **design characteristics for all commercial areas**.
- **Identify desired commercial uses**, and consider **mixed use zoning** in residential areas.
- Prepare a **market research study** for residents and guests.
- Establish an **Office of Economic Development** within the City to act as **ombudsman** for businesses.
- **Add parking** facilities in all commercial areas and **use existing spaces better**.
- Establish a City committee to **oversee the implementation of the vision process**.



GOVERNANCE AND CIVIC PARTICIPATION

We will inform citizens about community affairs to foster greater civic participation.

GOALS

- Promote greater community dialogue, increase citizen education, and encourage civic engagement.
- Effectively utilize information technology that encourages citizen participation and fosters community participation.
- Improve governance models to insure that they are inclusive and accountable.
- Support the strategic planning process through creative, long term thinking, and the use of measurable accountability standards.

ACTIONS

- Establish a structure for **Town Hall Meetings**.
- Set up **kiosks** in public places for public communication.
- Create a program geared to **new residents** that would include a **handbook** with listings of community resources.
- Form a task force to explore **election process improvements**.
- Improve the Laguna Beach **website** and investigate **E-forums** to serve the needs of local residents and to facilitate communication.
- Form a task force to **explore alternative governance models**, including consideration of City Council election by district.
- Establish a permanent, visioning task force to **sustain the Visioning Process**.





Community Character ~ People

Strategy Team Action Plan

We will honor the diversity that defines Laguna Beach as an eclectic mix of people with varying interests, incomes, occupations and stages of life.

GOALS

- Enhance the spirit and honor the diversity that defines Laguna Beach as an eclectic mix of people and as an artistic haven.
- Enhance contact and increase communication between and among people of Laguna Beach giving priority to the needs of residents.
- Develop and implement a process to communicate and integrate projects across teams now and into the foreseeable future.
- Insure the future of the Vision Laguna enterprise.

VISION

The soul of Laguna Beach is its people. Realizing and fulfilling their vision is our collective mission. Every issue being addressed by the other six strategy teams is inextricably interwoven with the question of how to best serve the needs and express the character of the people of the community.

We, each one of us, should consider ourselves stewards of the Laguna Beach we know today as well as the Laguna Beach we will eventually pass on to future people. As such, we are stewards of priceless and unique human, natural and historical assets. We must become conscious of the responsibilities attend-

ing our stewardship and be willing to do our individual and indispensable part to contribute to the whole of the vision. Only through responsible citizenship and active participation of all of Laguna's people can their vision be realized, enhanced and fulfilled.

We recognize and celebrate Laguna Beach as an eclectic mix of people - creative, frequently unique, and often passionately involved in groups, issues and causes. The people of Laguna Beach value most highly independent thought, art, creativity, beauty, reverence and respect for nature and each other, and an almost spiritual commitment to stewardship of our community the right and responsibility to disagree on anything except the values listed above.

[Note: "spiritual" is not used in a religious sense but as a more universal term describing the still small voice within each person. It is the silence that speaks loudly. It shows each of us our own, personal way to be in this world.]

The people of Laguna Beach celebrate the unconventional and studiously avoid pretensions of whatever ilk. We believe that "village" is not only a physical setting but also a vital representation of a genuine functioning community in which people with diverse interests, incomes, occupations and stages in life each play important roles.

The final Vision Laguna Strategic Planning document will be submitted to the City Council, the Vision Laguna participants and the community at large. What then? As stewards of the visioning process, it is the Community Character - People Strategy Team's recommendation that there will be a "What" to move to with the completion of this report. Therefore, the team proposes that plans be made for an orderly transition from the soon-to-be-completed Vision Laguna effort to a community-driven, volunteer supported, ongoing legal entity, such as an oversight committee in order to: 1) create a "cross talk" to insure support and continuity; and 2) develop a process to oversee the implementation of projects flowing from the Vision Laguna consensus.

PROJECT PROPOSALS

PE1: Affordable Housing

Enhance the spirit and honor the diversity that defines Laguna Beach as an eclectic mix of people and as an artistic haven.

Immediately research best practices and take action to generate affordable housing (purchase and rental) favoring artists, elderly residents, people who work in Laguna (e.g., teachers, public safety employees and service workers), young adults who grew up here and wish to remain or return. Tap the talents and encourage cooperation among local professionals.



- a) Create apartments, penthouses, studio apartments, or assisted living quarters on existing 2nd and 3rd stories of downtown commercial property. Convert some of the many single use parking lots into multi-use properties.
- b) Build an artists' enclave with shared courtyards, sculpture gardens, walkways, laundries, and minimal parking.
- c) Allow artists to live in loft/studios in the canyon or appropriate commercial zones.
- d) Relax rules on granny flats in existing homes to expand low income housing and help homeowners remain in Laguna.
- e) Look at converting existing homes or buildings and/or add new structures as duplexes in R-1 zones.
- f) Build in equity controls on as many projects as possible to keep the housing affordable over time.
- g) Create a housing commission with a City expert, a housing specialist and a community representative.

PE2: Crosstalk Between and Among Strategic Planning Areas

Insure the future of the Vision Laguna enterprise.

Advance coordination and comprehensive planning among strategic planning areas by integrating and clustering projects, reforming strategy groups into project teams and recruiting more community members to the team structure.

PE3: Quality Coordinating Committee

Insure the future of the Vision Laguna enterprise.

Arrange for a Quality Coordinating Committee to provide organization and support functions to assure the implementation of projects generated by the visioning process.

PE4: Laguna Foundation

Insure the future of the Vision Laguna enterprise.

Plan for a community-driven, independent, legal entity to serve as a clearinghouse to help provide educational, financial and resource support for the various projects. Possible roles include research, education, fund raising, networking, disseminating information and contracting.

PE5: Community Resource Directory and Community Newsletter

Enhance contact and increase communication between and among people of Laguna Beach with the priority going to the needs of residents.

Create a comprehensive resource directory and community bulletin board, through various media, that provides updated listings and descriptions of all local services, groups, businesses, resources, events, and public meeting places and produce a monthly newsletter that reports on the progress of the implementation process. Need paid staff to accomplish this.

PE6: Community Issues: Analyses and Dialogue

Enhance contact and increase communication between and among people of Laguna Beach with the priority going to the needs of residents.

- a) Solicit advanced public input via internet and other means on community issues that are coming up for City Council consideration.
- b) Conduct an analysis of each issue in the form of pros and cons, including a summation of the public input.
- c) Maintain an ongoing, public record of the community's vote as compared to the City Council's vote.

PE7: Meeting Places

Enhance contact and increase communication between and among people of Laguna Beach with the priority going to the needs of residents.

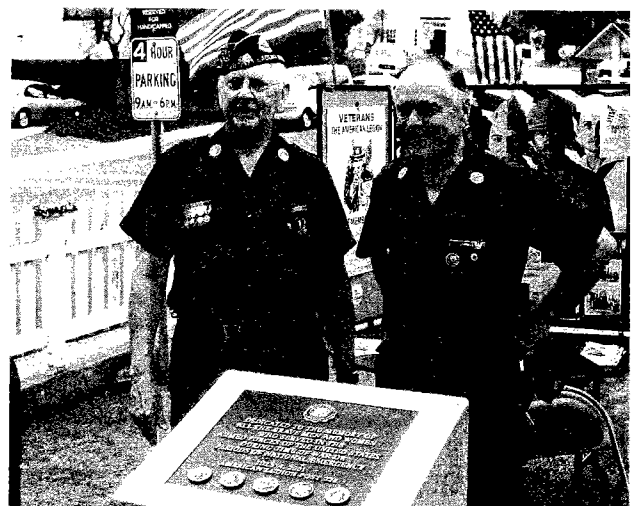
Create European style central plazas, pocket parks and information-exchange kiosks throughout the community to promote informal interaction and community networking.

Periodic closing of Forest Avenue for resident-oriented special events. Eventually a concrete plan for Forest Avenue would be developed including a fountain, public art, landscaping and benches for a permanent plaza.

PE8: Community Events/Activities to Promote Contact Among Neighbors and Neighborhoods

Enhance contact and increase communication between and among people of Laguna Beach with the priority going to the needs of residents.

Plan, expand and promote neighborhood and community-wide events, forums and activities. Facilitate cross-pollination of efforts to build a larger community network. Train and encourage groups and individuals to work together and interlink information, resources and talents. Hire an events coordinator to facilitate this process.



1. Neighbors and Neighborhoods

- Reinstitute Neighborhood Watch to promote contact, not only for safety, but for social contact and fun projects
- Develop strategies for recruiting neighborhood leaders (e.g. as block captains). Begin search through currently existing neighborhood organizations
- Reactivate CONA (Coalition of Neighborhood Associations)
- Recruit Chairperson of Emergency Preparedness and Crime Prevention
- Neighborhood block parties
- Neighborhood improvement as a theme for a month-long event with publicity, prizes, etc.
- Develop free gathering spaces for local groups and events (e.g. Wells Fargo, Las Brisas Hotel, Bluebird Park)
- Annual Festival of the Neighborhoods at Festival grounds
- Special attention to South Laguna to address their individual needs (e.g. local resident serving business, impact of Treasure Island and Cancer Center) and to promote a sense of integration with rest of community
- Selective use of Police “Reverse 911” to communicate essentials to the entire city



2. Community-wide Events

Possibilities:

- Sand Castle contests
- Pet Parade in the Dog Park
- Earth Day clean-up city wide on beaches, canyons and parks
- Beautify the canyon creek—have each special interest group agree to clean up, plant and maintain a section of the canyon creek
- Plant a community garden
- Sponsor a tree program—surround the city with trees
- Barn-raising—support system for helping different groups, organizations, business or individuals clean up, restore or establish meeting places for community functions
- Locals Only events—offer locals discounts for meals, activities, events held in the city
- Octoberfest
- Film Festival
- City wide picnic on a summer weekend for local residents. Easter Egg Hunt/Trick-or-Treat through town businesses

3. Sponsor Neighborhood Block Party Weekend or Month

4. Locals Night Out

- Have business stay open one night per month or week for local convenience and use
- Meet and Greet activities—food booths on the streets, each store has special goodies for visitors

5. Local Poetry Contest

Have them read aloud at events on Forest Avenue

6. Select a Month as a Vision Month

Offer events, activities, contests for innovative ideas on an annual basis

- Spirit contests—define and exemplify “Spirit of Laguna Beach”
- Annual event to revisit Laguna Beach Vision commitment and progress
- Memory Box – time capsule for where we are now as we begin the 30 year Vision process and how we see Laguna 30 years from now, add to it each year at the event. Display it annually or at Visitor’s Bureau / City Hall
- Spirit of Laguna Medals—given out to citizens who make outstanding contributions to Laguna Beach and or the Vision
- Futuristic ideas contest—different groups: children, professionals, non-professionals, goofy ideas, etc.

7. Sponsor National or International Conference on Visioning

8. Laguna Beach Hall of Fame

Who’s who in Laguna Beach History—photos, bio’s, history of famous people

9. Community Forums/ Town Hall meetings

Regularly scheduled throughout the year

10. Community Arbitration Committee

Offer training and support for Community based assistance in resolving local issues

11. Senior-friendly Shuttle to All Special Events

Community Character ~ People Strategy Group Team Leaders

Facilitators: Sandy Pendleton, K Turner,
Susan Velasquez

Recorder: Barbara Hoag

Steering Committee Liaison: Marion Jacobs

Staff Liaison: Chief James Spreine

“If you can dream it, you can do it.”

— WALT DISNEY



Visioning project by Community Learning Center, Spring 2001

Community Character ~ Place

Strategy Team Action Plan

We will preserve and enhance the City's identity as a small town with village charm and historic character, an art colony and a beach community.

GOALS

Preserve, enhance and honor:

- The "small town" and "village charm" that has traditionally defined Laguna Beach
- The individual, unique and historical character of Laguna Beach's residential and commercial neighborhoods
- The city's identity as an "art colony" and as a "beach community".

VISION

Laguna Beach is a rustic, eclectic village, nestled in a beautiful coastal landscape, which shares with its visitors and guests an artistic heritage and spectacular natural setting. Known worldwide as an art colony and beach community, it is comprised of quiet neighborhoods of beachside and hillside homes, served and complemented by local shops and restaurants gathered in a popular downtown and in a number of smaller strands along the Coast Highway.

A key to Laguna Beach is that the improvements brought by man have been understated while those provided by nature have been ambitious.

Laguna's unique identity is reflected in cultural diversity in a setting of individual expressions of architecture and of natural scenic beauty. This diver-

sity of architecture and populace are both descendant, in different ways, of Laguna's beach cottage and artistic origins. Its inspiring and challenging setting has, from its earliest days, attracted and continues to attract a broad range of people, often creative, frequently unique but seldom boring, who originally built, and today respect and value a quaint and complex community that stands apart from more standardized urban areas.

In the soul of Laguna is found an appreciation of the unconventional and the unpretentious.

Laguna's character is not only manifested in streets and buildings, it is experienced in village life. Many Laguna residents are passionately active in community groups and causes. Arts, culture, social assistance, education, athletics and community planning all have devoted advocates and participants. Lagunans enjoy knowing and working with each other on community projects and meeting each other spontaneously in the town's streets, parks and cafes. They believe that "village" is not only a look but also a reflection of genuine functioning community in which people with diverse interests, incomes, occupations and stages in life each play important roles. But Laguna can also simply be a setting for casual relaxation, a respite from another life.

In thirty years we hope this description of Laguna Beach will still apply—perhaps with subtle improvements.

PROJECT PROPOSALS

Recommendations for preserving and enhancing our town are grouped into twelve project topics.

A. The first five topic areas constitute Priority Projects.

- PL1 – Downtown Design Plan
- PL2 – Neighborhood Character/ Neighborhood Development Task Force
- PL3 – Historic Preservation
- PL4 – Design Review
- PL5 – Roadway Aesthetic Improvements

B. The remaining topic areas represent Projects for Future Consideration.

- PL6 – Outside Social Spaces/ Open Spaces and Parks
- PL7 – Community Places
- PL8 – Laguna Institute
- PL9 – Community Linkages
- PL10 – Beaches
- PL11 – General Aesthetics

C. Each project should have as an Intrinsic Vision Element – “promoting the overall vision”

- PL12 – Promoting the Vision

More detailed information on these and all other recommended projects are described in the sections that follow.

A. PRIORITY PROJECTS

PL1: Downtown

Create a vital, people oriented downtown, which fosters a variety of uses, and promotes economic, residential and cultural integration.

PL1a: Downtown Design Plan

Develop a design plan, including graphic representation and design guidelines, for downtown including the following components:

- The focus should be switched to a pedestrian focus, away from an automobile focus.

- Develop linkages, both visual and pedestrian, between Forest, Ocean and Broadway.
- Add people gathering places such as courtyards, small parks (with benches) to provide interaction and diversity.
- To reduce vehicular flow, provide parking outside the downtown and include incentives for use, including entertaining alternatives such as attractive trams.
- Increase interaction by fostering a variety of uses and promoting economic, residential and cultural integration.
- Plan for a reasonable balance of resident and tourist serving uses.

Design Features:

- Integrate Laguna Creek into a naturalistic stream through the downtown and the village entrance. Provide visual link with Laguna Lakes, stream through the canyon culminating in a lagoon in the downtown. Pedestrian walkways and flood control should be integrated into the design.
- The area adjacent to the intersection of Broadway and Coast Highway should be redesigned as a focal point, perhaps replacing the gas stations with a stronger pedestrian linkage to Main Beach.
- Ensure adaptive reuse of existing structures to maintain the village charm.



- Consider design solutions which minimize the impact of Coast Highway on the downtown.
- Emphasize authenticity of design and architectural diversity.

Project Rationale: Vehicular dominance and chain store dominance are eroding the village charm of Laguna's downtown. We need to bring back a "people" focus, where pedestrians can gather and socialize. The downtown needs to be diverse enough to serve both tourists and residents with an engaging vitality.

Time Frame: 0 to 2 years

Lead Responsibility: City of Laguna Beach

Principal Partners: Chamber of Commerce, Residents (massive participation in developing the plan)

PL1b: Downtown Improvements

For aesthetic and social reasons and to retain the small town character of Laguna, enhance Forest Avenue with small pocket parks, landscaping and special paving. Further refine the downtown specific plan including enhancements of alleys, small plazas or courts for seating and socializing.

Considerations should include lighting, screening of trash enclosures, review of height envelopes and architectural character. A graphic illustration of the long-term plan is necessary.

Time Frame: 0-2 years

Lead Responsibility: City of Laguna Beach

Principal Partners: Concerned Citizens

PL2: Neighborhood Character

Develop a diverse community-based Neighborhood Development Task Force. Its goal is to preserve the character, uniqueness and diversity of individual neighborhoods. It can achieve this through the following project recommended actions:

- Delineate the boundaries of neighborhoods within Laguna
- Assist with the development of new neighborhood associations or help strengthen existing ones
- Develop neighborhood design guidelines
- Develop a manual with neighborhood-specific information to be provided to homeowners.

PL2a: Neighborhood Associations

Project Rationale: Any campaign to preserve and enhance the "feel" of a neighborhood needs to start at the grass-roots level. New and existing neighborhood associations could act as a vehicle to define the character of that neighborhood. These definitions could then be used as the basis for neighborhood-specific design standards (see PL6b.)

Time Frame: 0-2 years

Lead Responsibility: City Council Appointed Task Force



Principal Partners: Existing Neighborhood Associations, Homeowners, City Planning Department

PL2b: Neighborhood Guidelines

Develop specific guidelines and design considerations for individual neighborhoods. These guidelines should relate the particular history of different neighborhoods that are manifested in the residential architecture and layout. The guidelines would be derived from character definitions created by individual neighborhood associations.

Project Rationale: Guidelines will encourage neighborhood compatibility when infill lots are developed or when "underutilized" properties are proposed for redevelopment.

Time Frame: 0-2 years

Lead Responsibility: Neighborhood Development Task Force, Laguna Beach City Planning Department

Principal Partners: Neighborhood Associations, Design Review Board, Heritage Committee, Architectural Guild

PL2c: Manual with Neighborhood Specific-Information

Develop manual/booklet that integrates issues pertaining to place, including City ordinances and guidelines, the Design Review process, community neighborhood interests, so that individuals have a context for their own decision-making.

Project Rationale: Providing every homeowner with a booklet containing general and neighborhood-specific information would help minimize the potential for misunderstandings related to development regulations. Including neighborhood history, special events and demographics would also increase neighborhood identity and social participation.

Time Frame: 0-2 years

Lead Responsibility: Neighborhood Development Task Force, Laguna Beach City Planning Department

Principal Partners: Heritage Committee, Laguna Beach Historical Society, Design Review Board, Neighborhood Associations, and Real Estate Board

Potential Resources: Laguna Beach Library (Historical documents), Local Laguna Beach Real Estate Agents

PL2d: City Design Manual

To provide a more clear direction to applicants and concerned citizens regarding the changing character of the City, publish a manual describing the unique characteristics of Laguna, its history, and its philosophical attitudes. Include information about view preservation regarding both buildings and trees and how and why the DRB process works.

PL3: Historic Preservation

Maintain the integrity of Laguna Beach by preserving the City's historic structures and resources. This requires encouraging the continuation of historical structures and elements in remodels of older buildings. A wide range of action is recommended to achieve this goal. The first set of recommended projects can be implemented within a two-year time frame. The second set in 2 to 5 years.

PL3a: "Icon" and Architecturally Significant Structure Preservation

Identify key community/architectural icons and outline steps and resources to preserve them including listing them on the Historic Register.

Project Rationale: The City currently owns historically significant structures, which are not listed on the municipal Historic Register. By inventorying these "icons" and then registering them, City

Historic Preservation ordinances would apply to all future maintenance and repairs of these structures. (In short, the same rules that apply to registered historic private property should apply to historic City-owned property.)

Lead Responsibility: Heritage Committee, Laguna Beach Planning Department

PL3b: Design Compliance Monitor

Hire an independent consultant or full-time staff person to monitor the implementation of City Design Approvals throughout the construction process to ensure compliance with such approvals including Historic Preservation guidelines. Deviations from approved plans to be reviewed by Heritage Committee.

Project Rationale: There is currently no “follow-up” to DRB approved design plans once the project is under construction. A Monitor would provide design supervision at staged intervals and would provide an extra level of protection to those structures currently on the Historic Register.

PL3c: Historic Preservation Code and Design Review Process Guideline Enhancement

Review the historic preservation ordinance with the goal of making the listing permanent or reducing the ease of de-listing and demolishing a listed structure.

- Elevate the status of the Heritage Committee and integrate its reviews into the Design Review process for historic structures in order to better achieve historic preservation goals.
- Provide a system of notification of proposed demolition or extensive remodeling of historic structures.
- Buildings adjacent to historic register structures should be designed and sited to respect the historic structure. The Heritage Committee for conformance should review design of adjacent structures with that policy during the Design Review process.

Project Rationale: The current Historic Preservation ordinances are limited in scope and do not adequately provide protection against the demolition of a historic structure. This project attempts to “beef up” the regulations to better protect the City’s historic inventory.

PL3d: Historic Preservation Administrator

Appoint a Planning Department staff member as an expert “Historic Preservation Administrator” (similar to the Zoning Administrator.) The H.P. Administrator would act in an advisory role to both the Heritage Committee and the Design Review Board and would be present at all meetings involving historic structures.

*Sleepy Hollow looking north toward Legion St.
c. 1920*



Project Rationale: Currently, only written recommendations from the Heritage Committee are forwarded to the Design Review Board. Using a staff member to act as a liaison/consultant to the DRB would better represent historic preservation interests in the entire review process.

PL3e: Historical Society Manual

Fund and expand the Historical Society to develop a manual/booklet containing specific techniques of preservation, helping people understand what to expect/anticipate from remodeling and restoration process. It would provide information on how preservation of structures can be accomplished within the ordinances, and/or make ordinances more flexible to provide for preservation and repetition of such features. Also, provide information/education program on specific techniques of preservation so that the integrity of the structures is not lost in the process of remodeling/restoration.

Project Rationale: The Historical Society is the natural lead for developing a manual on restoration, but the group is currently hampered by lack of City funding.

PL3f: Mills Act Expansion

Develop an incentive plan for preservation of structures and neighborhoods. This can be achieved by expanding implementation of the Mills Act (which provides property tax deductions in exchange for specific preservation efforts) to include all three classes of structure on the City's Historic Register.

Project Rationale: Currently, there are 758 homes on the City's Historic Register but only those structures with an "E" classification are qualified to participate in the Federal Mills Act. By extending the qualification for Mills Act tax deductions to ALL City Historic Register classes (K, C & E), the City could provide a powerful incentive to preserve the existing inventory of historic homes within Laguna Beach. Further, this could encourage homeowners listed on

the current inventory to formally register their home with the City.

PL3g: Historic Preservation Task Force

Create a Historic Preservation Task Force to:

- Review and amend (as needed) the existing Historic Resources List (inventory.)
- Implement an outreach program to promote listing of historic structures on the register.
- Initiate a recognition program for owners of listed structure who are doing an exemplary job of maintaining and preserving the structure.

PL3h: Historic Building Relocation

As part of the Open Space Identification Project, earmark specific properties for historic building relocation (where the property would otherwise be demolished.) Identified open space could be used as a temporary "holding" spot for historic buildings until a permanent new location is found or it could be the permanent "ending point." If it were the latter, it could be reused as affordable housing, as part of a park, as artist live/work, or as housing for critical city staff, depending upon suitability.

Project Rationale: It is our community's interest to save as much of our heritage as possible from demolition.

PL4: Design Review

Ensure a more fair and consistent application of the Design Review ordinances.

PL4a: Code and Guideline Changes

Review and refine zoning codes, guidelines and ordinances including hillside guidelines, rear additional building setbacks, total building height, compatibility with neighboring structures in size and neighborhood character.

Project Rationale: This will assist applicants and concerned citizens in defining project parameters regarding aesthetic appearance, context and view preservation and ensuring consistency with City and neighborhood goals.

PL4b: Establish a Design Review Approval Monitor

City should hire an independent consultant or full time staff person to monitor the implementation of City Design approvals throughout construction and through completion to insure compliance with such approvals. This person might also monitor Historical Preservation. (see PL7b.)

Project Rationale: Provide an effective and consistent means to ensure design commitments are honored during the construction process. Frequently, Design Review Board approvals are not implemented. The result is diluted design and/or costly changes.

PL4c: Design Review Improvements

To ensure a more fair and consistent application of the Design Review ordinances:

- Implement an education program for Design Review Board members
- Institute a checklist for DRB members and applicants to assist in identifying key elements of a project for consideration during the design process and the City review process
- Require additional detailing and total scope of projects for review during the Design Review process, including mechanical equipment, utility placements, materials, etc.

PL4d: Publicize Design Review Board Meetings

Publicize Design Review Board meeting minutes in local paper and on the City website. Televis meetings on local cable access television (as is currently done with City Council meetings.)

PL4e: Require Construction Elevation to be Posted

Require homeowners to post an elevation of any new construction adjacent to the currently required written notice, in addition to staking and stringing the property.

PL4f: View Preservation Program

Establish a means for evaluating and governing view preservation accommodating both public and private views. Features of such a program could include:

- Define the term "View" and the extent to which such view shall be considered in the review process
- Establish uniform and consistent guidelines by which each view is evaluated and conditions applied
- Establish balance between the rights of an applicant to develop a property and those whose views may be affected
- Provide education to DRB members as to the application of view preservation
- Ensure that public views of the ocean are preserved from arterials
- Establish periodic review of the process and application to monitor results.



PL5: Roadway Aesthetic Improvements

PL5a: Town Entryways

Develop unique entry sequences at the three entryways. Any specific entry monumentation should be low-key and in keeping with the village character. Entrances to Laguna Beach should be considered as a sequence of views, a quiet passage of transition into the setting we value.

Time Frame: 2-5 years

Lead Responsibility: Design Review Board

Principal Partners: Environmental and Neighborhood Groups

Potential Resources: City

PL5b: Develop Scenic Strategy for Laguna Canyon Road and Coast Highway

Laguna Canyon Road and Coast Highway are the primary entrances to the City. The aesthetic enhancement would contribute greatly to the entry experience to the Downtown. Aspects of this scenic strategy include:

- Install planted medians along Laguna Canyon Road and Coast Highway where practical and feasible
- Develop a specific plan for the revitalization and future development along Laguna Canyon Road including architecture, landscape screening, edge treatment, lighting, utility undergrounding, removal of visual blight, walking paths, bicycle lanes
- Develop a scenic corridor design for Broadway between Forest Avenue and Coast Highway including the intersections of Broadway and Coast Highway and Broadway and Forest Avenue.

Time Frame: 5- 10 years

Lead Responsibility: City of Laguna Beach

Principal Partners: Caltrans, Local business

Potential Resources: Development fees, Taxes

B: PROJECTS FOR FUTURE CONSIDERATION

**PL6: Outside Social Spaces/
Open Space and Parks**

Develop a program to systematically plan and increase the amount of open space and outside social spaces in and around the city.

Project Rationale: Preserve the small town and village charm of Laguna. Add beauty, charm and prosperity, and promote community interaction.

Three projects are recommended that could be implemented as a single interrelated program.

**PL6a: Develop Guidelines for City
Acquisition of Open Space**

Develop guidelines for the acquisition of open space, including a process to support and elevate the influence of the Open Space Committee and Preservation Program. When completed, the guidelines should not only include acquisition of Open Space but also specifics on the management of the spaces to accommodate resident as well as visitor uses. Guidelines must include the acquisition of parcels to complete the master plan of trails.



Related goals include:

- Continuation of an open space preservation program
- An emphasis on topographic contrasts and the preservation of streambeds and canyons for open space/park usage.

Project Rationale: The dramatic juxtaposition of developed areas next to open space is an important attribute to Laguna. Open space preservation is critical to maintaining that balance.

Time Frame: 2-3 years

Lead Responsibility: City of Laguna Beach, Open Space Committee

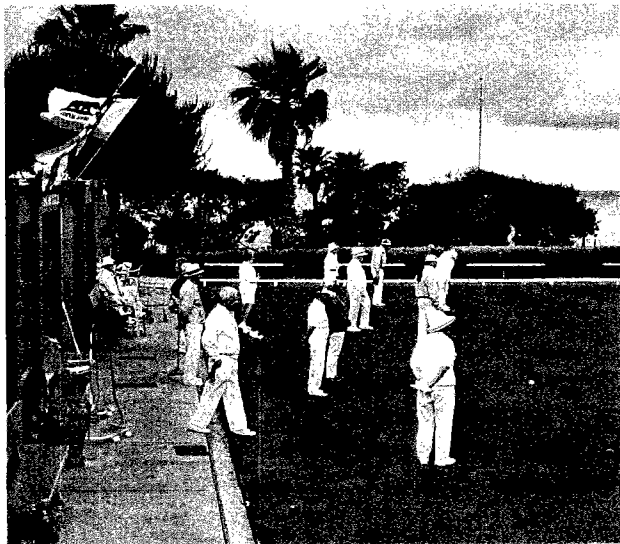
Principal Partners: Laguna Canyon Foundations, Greenbelt, County of Orange, Neighboring Cities, Beautification Council, Neighborhood Associations

Potential Resources: Taxes, non-profit foundations, private gifts

PL6b: Neighborhood Pocket Parks

Develop a program to systematically plan and increase the number of neighborhood pocket parks.

Project Rationale: Neighborhood pocket parks provide relief from buildings and traffic and function as neighborhood meeting places.



Time Frame: 2-3 years – Develop acquisition program

3+ years – Build additional neighborhood pocket parks

Lead Responsibility: City of Laguna Beach

Principal Partners: Beautification Council, Neighborhood Associations, generous individuals

Potential Resources: Taxes, non-profit foundations, private gifts

PL6c: Create Parks Near Commercial Areas

Locate land to become public parks in or near commercial areas.

Project Rationale: On May 2000 one thousand community members voiced their desire “to preserve the small town and village charm of Laguna.” Downtown Laguna has a traditional street grid which lends itself to a people friendly place. These qualities are endangered by increasing traffic. Adding parks near commercial areas can provide pedestrians with relief from traffic, promote interaction among community members, and draw people into commercial areas.

Time Frame: 2-5 years

Lead Responsibility: City of Laguna Beach

Principal Partners: Neighborhood Associations, Beautification Council, Chamber of Commerce, businesses

Potential Resources: City, private donors

PL7: Community Places

Develop facilities and gathering places to provide meeting and social spaces for residents, including youths and seniors.

Project Rationale: It is difficult for the community to find space in central areas to gather for meetings, special events, recreation, or celebrations.

On the following project proposals one or more possibilities include:

- Community Center in the village area
- Senior Center in the village area
- Expanded use of School Facilities
- Expanded use of Festival Grounds.

PL7a: Community Center

Develop a community center in the village area to provide meeting and social spaces for residents.

Project Rationale: It is difficult for the community to find space in central areas to gather for meetings, special events, recreation, or celebrations.

Time Frame: 0- 2 years

Lead Responsibility: City Council

Potential Resources: Community Donations

PL7b: Senior Center

Provide community facilities and gathering places that meet the particular needs of seniors.

Project Rationale: Since the average age of the population in Laguna Beach continues to increase, the community needs to plan to meet the particular needs of senior citizens, including places to meet, socialize, and gain access to information.

Time Frame: 0-2 years

Lead Responsibility: City Council

Potential Resources: Community donations, taxes, grants

PL7c: Expand Use of School Facilities

Make certain that school facilities are available to the community after hours.

Project Rationale: Schools are ideal for additional community use because they already exist, they are located in neighborhoods, and people are already familiar with them.

Time Frame: 0-2 years

Lead Responsibility: Laguna Beach Unified School District

Principal Partners: Neighborhood Associations

PL7d: Expand Use of Festival Grounds

Make Festival grounds available to community for celebrations such as concerts and community picnics.

Project Rationale: The Festival grounds are a well-known and underutilized central meeting space.

Time Frame: 0-2 years

Lead Responsibility: City Council

Principal Partners: Festival Board of Directors



PL7e: Other Actions for Spaces and Facilities as Gathering Places

- Develop plazas with places to sit and gathering places
- Study plazas that have succeeded and failed in other places to avoid pitfalls that others have faced
- Create a wayfinding plan including signage to guide people through Laguna Beach
- Develop a skateboard park

PL8: Laguna Institute

Create a center/institute for speakers, resident intellectuals and artists, places for intellectual exchange to happen, a meeting place for residents, community arts and crafts facilities.

Project Rationale: The forums held in Laguna to provide information about community issues and to stimulate interest in the Vision process demonstrated that Lagunans enjoy the exchange of ideas. In addition to providing the community with distinguished visitors and opportunities for dialogue, the institute could carry forward the Vision Project and expand its scope, as well as its impact on commercial ventures.

Time Frame: 2-5 years

Lead Responsibility: Committee of distinguished citizens

Principal Partners: Chambers of Commerce, Museum, Art Institute, UCI, Laguna Playhouse, PTA

Potential Resources: Community Donations, Grants

PL9: Community Linkages

Plan, construct, and maintain an extensive system of pedestrian linkages connecting neighborhoods, as well as connecting trails through open space. Related actions include:

- Improve existing pedestrian and bicycle pathways and develop new ones
- Foster and protect trail system
- Recognize role of water courses open spaces in providing linkages and protect/foster accordingly
- Develop list of specific pedestrian and bicycle hazard locations for improvement
- Make sure that buses are equipped with racks for bicycles.

Project Goals:

- Foster pedestrian and bicycle pathways and linkages, including between neighborhoods, between neighborhoods and downtown, between downtown and Main Beach, and between different commercial focal points
- Consider pedestrian and bicycle safety and comfort as a matter of course in city planning

Project Rationale: There is a need for safe pedestrian linkages between adjacent neighborhoods and through downtown. Vehicular congestion needs to be reduced which would promote the enjoyment of the outdoor Laguna experience. Currently, walking within and between neighborhoods is not safe for parents with strollers and children.

Time Frame: 0 to 2 years

Lead Responsibility: City of Laguna Beach

Principal Partners: Open Space Committee, Parking, Traffic, Circulation Committee, City Planning, Public Works, Caltrans

Potential Resources: City General Fund, Development Fees, Public Right of Way and Open Space, Landscape/Scenic Highways Document



PL10: Beaches

Form a task force to develop an agenda to preserve, honor, and enhance the beaches and coastal inter-face. This includes dramatically improved levels of funding and operation of the beaches, including:

- Lifeguard protection of beach goers
- Maintenance of the physical beach asset itself (including an aggressive recycling program)
- Enforcement of rules to protect the beaches (policing of abuses)
- Inclusion of and coordination of those South Laguna Beaches now under County jurisdiction.

Project Rationale: As a “place” issue, the beaches are a fundamental defining characteristic of Laguna. Endowed with miles of spectacular sandy beaches and romantic coves, Laguna has been granted a wish that we may enjoy but that we must also preserve and protect. The problem, however, is that there are so many different agencies involved and so little coordination among them.

Time Frame: 0- 2 years

Lead Responsibility: City and County

Principal Partners: Citizen Groups, Environmental groups, Beach-goers



Potential Resources: Kalagathos Foundation

PL11: General Aesthetic Improvement Projects

Implement a plan for aesthetic and scenic improvements throughout Laguna Beach.

PL11a: City Wide Aesthetic Improvements

Implement a plan for scenic improvement throughout Laguna.

- Develop overlay landscape plan for Main Beach and provide better buffer between park and Coast Highway. Pay special attention to public views, planting, lighting, paving and installation of public art pieces
- Improve aesthetics and comfort of bus stops
- Provide aesthetic improvements to alleys with paving and lighting
- Pursue a design program for all public sidewalks especially Coast Highway
- Develop street lighting standards

PL11b: Landscape Preservation/ Maintenance Program

Implementation of this program will insure that existing landscape features throughout Laguna, which are critical to the overall aesthetics of the town, are rigorously maintained and preserved. Aspects of the program would include:

- Identify trees in street right of way as a community resource and implement a plan to protect and maintain them and insure that removal could only be done through a public review process
- Ensure diseased trees are either cared for or removed and replaced
- Expand the City tree maintenance budget to include all trees in City right of way

- Review and update Landscape Resource Document, adopt as an element of the General Plan, integrate into an ordinance and institute an implementation program for specific project recommendations
- Incorporate street trees as a part of each project development plan
- Adopt the Landscape and Scenic Highway Resource document for Laguna Canyon Road, Coast Highway, and portions of Broadway.

PL11c: Public Utility Improvements

Pursue an aggressive program to underground all overhead utilities especially on Laguna Canyon Road. In addition, public utility agencies are typically exempt from the public review process, which often then leads to unsightly design solutions. All utility installations for governing agencies and those necessary for the construction of projects shall be reviewed by the DRB, including but not limited to mechanical equipment, utility boxes, fire hydrants and meters.

PL11d: Improve Sign Ordinance and Enforcement

Refine the City's sign ordinance and insure strict application including lighting. Consider omitting neon and backlit signs. A key element in the aesthetic quality of life in the city is a lack of visual

clutter typical of surrounding cities. Stricter application of the sign ordinance and enforcement would continue to ensure quality signage while providing necessary advertising.

C. INTRINSIC VISION ELEMENT

PL12: Promote the Tenets of the Vision Process

Consider ourselves as stewards of Laguna, who will care for this town, honor its traditions and pass it on to future residents with its natural and historic assets intact and enhanced. Recognize changing expectations for structures and encourage expectations that recognize the small scale of Laguna Beach.

Recommended actions include:

- Create a booklet explaining the history and vision for Laguna so that individuals will have a context for their own decision-making and make decisions that are compatible with this vision. This would be a way to help residents understand the impact of their individual or incremental changes on the community as a whole. Explain the history of Laguna and suggest avenues for community involvement.
- Institute a program for regular distribution of this information.
- Develop foundation to fund and encourage the continuation of the Vision process and projects.



**Community Character ~ Place
Strategy Group Team Leaders**

Facilitators: Shawn Rosenberg, Joan Trivett
Recorder: Molly Patterson
Steering Committee Liaison: Anne Johnson
Staff Liaison: Kyle Butterwick

Resident and Visitor Mobility

Strategy Team Action Plan

We will be a safe and enjoyable community to walk and bicycle with convenient transit and smooth traffic flow.

GOALS

- Develop a Citywide transit system that makes it possible to go anywhere in town without getting into a private car.
- Create an urban redesign for Coast Highway that balances capacity with safety, amenity, and community and that better accommodates pedestrians and bicycles.
- Conduct and implement a Livable Communities analysis of Laguna's streets, both residential and commercial, to make them safer, friendlier to bicycles and pedestrians, and more beautiful.
- Create a pedestrian-friendly environment throughout the Downtown Specific Plan area.
- Acquire the necessary factual data and professional assistance necessary to develop and implement an effective parking strategy for Laguna Beach.
- Implement and map a comprehensive bicycle plan that will reestablish bicycle corridors through town.
- Undertake a comprehensive urban design study and analysis of the Laguna Canyon area.

VISION

Guiding Principles

1. Mobility planning should be citywide and include the companion goals of enhancing community, safety, and amenity.
2. Good planning involves reliance on good data and the Committee has not had the data necessary for addressing the more pressing issues.
3. Develop a transportation model unique to Laguna Beach.
4. Consideration should be given to the needs of the entire population of the City and not be limited only to specific areas of the city.
5. Design solutions must maintain and enhance quality of life for our residents and quality of experience for our visitors and should maximize the beauty and livability of Laguna while addressing the problems posed by the impact of regional visitors and commuters. Such solutions should maximize mobility while ensuring safety, aesthetics and environmental soundness and should address the needs of all those who visit, conduct business or live within the community.

PROJECT PROPOSALS

Recommended programs and priority projects are grouped by topics as follows:

- MO1 – Transit
- MO2 – Coast Highway
- MO3 – Livable Communities
- MO4 – Downtown
- MO5 – Parking Management
- MO6 – Integrated Urban Design for the Canyon
- MO7 – Bicycles

MO1: Transit

Project Rationale: While Laguna's extensive residential hillside development creates significant challenges for effective public transit, the development pattern of Laguna's commercial district, which has resulted from the topographic constraint of being sandwiched between ocean and hills, is conducive to the operation of a successful transit system: our commercial development is located along one of two major routes, Coast Highway or Laguna Canyon Road, our hotels and motels are on Coast Highway and our neighborhoods, even the hillside ones, are linked by either Coast Highway or Laguna Canyon Road.

Public transit is of particular benefit to our residents who do not drive (the young, the elderly, the handicapped.) While we are under no illusions that residents and visitors will gladly abandon the use of private vehicles, we believe there are many residents in town that would use a transit system if it were more available and convenient. A successful transit system should at minimum make it both attractive and practical for residents who work in town to leave their cars at home and for visitors to utilize satellite-parking areas.

Goals: *The 30-year goal:* A citywide transit system that makes it possible to go anywhere in town without getting into a private car.

The 5-year goal: A working shuttle system along Coast Highway and Laguna Canyon Road that makes it possible for most of us to have a viable alternative to the car most of the time.

MO1a: Conduct Origin/Destination Analysis

Seek to increase transit ridership by determining the needs of potential users in all parts of town and adjusting routes and timing accordingly. An origin destination analysis needs to be completed. The City needs solid data on which to base transportation planning decisions.

Project Rationale: Increased ridership of public transportation would decrease the dependence on private cars and the need for additional parking in the City. We need solid data upon which to base transportation planning decisions.

Time Frame: Short term 1-3 years

Lead Responsibility: City of Laguna Beach

Principal Partners: Laguna Beach Transit System

MO1b: Investigate and Add New Transit Options

Investigate adding new transit options including the creation of a shuttle system to serve Coast Highway and Laguna Canyon Road. Such a shuttle system should be a true shuttle that does little more than make frequent turn-around trips back and forth from one end of town to the other.

Project Rationale: Our commercial development is located along one of two major routes, Coast Highway and Laguna Canyon Road. Our motels and hotels are on Coast Highway, and our neighborhoods, even the hillside ones are linked to either Coast Highway or Laguna Canyon Road.

Time Frame: Medium 3-5 years

Lead Responsibility: City of Laguna Beach

Principal Partners: Caltrans

MO1c: Demand-Based Transit

Consider demand-based transit and be open to privately run transportation options.

MO1d: Integrate Transit System and Parking Plan

Integrate the transit system with the city's integrated parking plan.

MO1e: Coordinate All Public Transportation Services

Coordinate public transportation system services—OCTA, City buses, first Thursday Art Walk trams, summer festival trams, and the city-supported taxicab programs—to increase effectiveness and eliminate duplication.

MO2: Coast Highway

Project Rationale: Coast Highway is the visual and commercial core of Laguna Beach and is the one road that most of us experience on a daily basis. In addition, Coast Highway is the “Main Street” for various sections of Laguna Beach. Unfortunately, along most of its length, Coast Highway is dangerous, unfriendly and unattractive and divides the town physically, visually and psychologically. Prior to 1950, North and South Coast Highway were designated “North and South Coast Boulevard.” We need to return to thinking of Coast Highway as our Main Street rather than as a highway that divides the inland and oceanward sections of the City.

Goals: *The 30-year goal:* The transformation of Coast Highway into a safe, friendly beautiful main street which is, like the ocean on one side and the hills on the other, a source of pride for residents and the envy of those who don't live here.

The 5-year goal: A really good plan for how to get to the 30-year goal.

MO2a: Coast Highway Urban Redesign Plan

Create an urban redesign for Coast Highway that balances capacity with safety, amenity and community and that better accommodates pedestrians and bicycles and work with Caltrans to achieve these ends.

Project Rationale: Hire a team of design professionals who are trained in a livable cities approach to create a plan for the entire length of the street. Such a plan should balance the needs of pedestrians, bicyclists, motorists, transit vehicles, and emergency vehicles and balance capacity with safety, amenity and community. Although Caltrans is changing and becoming more responsive to local needs, we cannot rely on Caltrans to do the redesign of the road since many of the issues are urban design issues rather than engineering ones. Since Caltrans will be one of the participants in the design process, we will need to be represented by an experienced, professional design team.

Mary Pickford and Douglas Fairbanks at the opening of Coast Highway through Laguna Beach, 1926.



Time Frame: 2-3 years

Lead Responsibility: City of Laguna Beach

Principal Partners: Caltrans

Potential Resources: Grants from Caltrans, State of CA, Orange County

MO2b: Local Influence of Coast Highway

Seek increased influence for the management, maintenance and improvements of the section of Coast Highway that passes through Laguna Beach. There are precedents for this; in particular, Newport Beach is currently investigating taking over the one-mile stretch of highway through Corona Del Mar.

MO3: Livable Communities Analysis

We need to modify the streets in Laguna Beach, in both our commercial and residential areas, to create a more appropriate balance between the needs of private vehicles and the needs of pedestrians and bicyclists while at the same time improving their appearance and making them into better social spaces, in short, "civilizing" them. Such groups as the Institute of Traffic Engineers and the Urban Land Institute advocate principles of pedestrian-friendly, environmentally friendly design under a variety of

names. The academic and scientific efforts of such groups have made urban planning and design of "Livable Communities" (one common name for these design standards) a highly refined discipline. Experts in this discipline generate designs that maximize the satisfaction of a community's desires for mobility, safety, aesthetics and environmental soundness.

Project Rationale: City streets, both residential and commercial, should be made safer, friendlier to bicycles and pedestrians, and more beautiful.

Goal: The 2-year goal: A shared understanding of the problems, opportunities and objectives for improvements throughout the city and particularly in the downtown area.

MO3a: Livable Communities Analysis

Conduct and implement a Livable Communities analysis of Laguna's streets with the object of making our streets and intersections safe, attractive and pedestrian and bicycle friendly. Techniques employed to achieve these ends may include building pedestrian walkways, installing additional landscaping including trees, and narrowing (visually and psychologically) overly wide streets that encourage speeding.



Coast Highway 1927

Project Rationale: We believe this process will make our streets safer, responsive to bicycles and pedestrians and friendlier in general.

Time Frame: Medium 2-3 years

Lead Responsibility: City of Laguna Beach in securing the Livable Cities Analysis

Principal Partners: Neighborhood Associations

MO3b: Livable Communities Education and Planning

Undertake a program to educate residents and property owners about the benefits to be derived from implementing a Livable Communities philosophy and involve the individual neighborhoods, both residential and commercial, in the planning for what is undertaken in their respective areas.

MO4: Downtown Pedestrian Areas

Project Rationale: As part of the livable cities study recommended in earlier topics, the City should devote more of the downtown area to pedestrian use; for example, past suggestions have included reclaiming portions of Laguna Creek (using San Luis Obispo as inspiration), closing the block of Forest Avenue between Coast Highway and Glenneyre, and creating pedestrian areas in sections of Ocean and/or Beach. While we generally agree that an insufficient portion of the downtown is allocated to pedestrians, we are concerned by the complex consequences—for downtown businesses, emergency vehicle access, and traffic flow—that could result from creating such areas and therefore recommend that the entire downtown area be studied with the objective of redesigning one of the downtown streets to create a pedestrian area.

Goals: *The 30-year goal:* A pedestrian-friendly environment throughout the Downtown Specific Plan area.

The 5-year goal: The identification and implementation of at least one exemplary “pedestrianization” project.

MO4a: Downtown Pedestrian Enhancement

Create spaces similar to European plazas to accommodate visitors and residents and to prolong the chance encounter conversations which are so important to community; such areas may include dining areas. Such areas may be open to vehicles during some periods and restricted to pedestrians only during others as is the case with Santa Monica Promenade.

Project Rationale: As part of the livable cities study recommended in earlier topics, the City should devote more of the downtown area to pedestrian use.

Time Frame: Medium 3-5 years

Lead Responsibility: City of Laguna Beach

Principal Partners: Livable cities team, downtown business organizations, property owners in downtown

MO4b: Downtown Greenery

Create more room for planting, particularly of street trees, giving sufficient unpaved area for root systems to thrive.





MO4c: Downtown Public Art

Identify opportunities for incorporation of public art into the actual design of any modifications to our street system making art integral to the City

MO4d: Natural Areas Incorporated into Downtown Fabric

Develop a strategy for incorporating natural areas into the fabric of the downtown. Restoration of the Laguna Creek channel may be one such possibility and the creation of mini- or micro-parks may be another.

MO5: Parking and Traffic Congestion

Laguna Beach must confront and manage the imbalance between our limited space and the limitless numbers who want access to it. We cannot infinitely expand our sidewalks, roads and parking lots. Consequently, we must make informed decisions about allocating our limited space.

While the problem is seen most dramatically in the Downtown and Laguna Canyon Road areas, Coast Highway is also affected and some of our residential neighborhoods suffer unacceptable spillover effects from beach, festival, and commercial parking. This issue is a particularly difficult one, because as we limit parking in one area, we intensify the need for available parking in another. Also, construction of additional parking may not be cost effective and may have the unintended effects of increasing congestion

while negatively affecting the pedestrian-friendly, low-scale village atmosphere that has historically characterized Laguna Beach. We must manage our limited resources wisely making informed decisions about allocation of available space and planning very carefully for any expansions of that space.

To meet this challenge, we require comprehensive factual information about the actual amount of space available and the actual levels of demand for access to it. Informed decisions on these matters require access to factual information.

Goal: *The 1-year goal:* A solid data basis for further discussions.

MO5a: Traffic Analysis Survey

Commission a consultant who is expert in the field of urban traffic analysis to perform a comprehensive analysis of supply, demand, and pattern-of-use of all mobility resources in Laguna Beach.

Project Rationale: The objective of this analysis is to quantify the capacity of our streets and rights-of-way and the levels of demand for access to them so that fact-based decisions can be made on how to manage and allocate this very limited resource.

Time Frame: Short-1-2 years

Lead Responsibility: City of Laguna Beach

MO5b: Parking Management Improvement

Improve the management of parking in the downtown by

- a. Reserving on-street and on-site parking in the downtown basin for customers of downtown businesses,
- b. Improving the availability of all existing parking both public and private so as to maximize current resources,
- c. Increasing accessibility to the downtown by public transit, and

MO

- d. Significantly reducing employee parking in the downtown basin.

M05c: Peripheral Parking Program

Improve and expand our peripheral parking program to be more convenient and pleasant for day-tourists who visit our beaches, downtown, and arts festivals and for employees and all-day shoppers.

- a. Develop peripheral parking options not only in Laguna Canyon but also on Coast Highway at entry points both north and south.
- b. Establish convenient valet drop-off points for visitors who are willing to pay for this service.
- c. Develop effective signage directing visitors to preferred parking.
- d. Make the trams both convenient and fun to use.
- e. Use incentive programs such as free parking to promote alternative transportation.
- f. Maximize the available amount of surface parking at the Act V lot.
- g. Apply for a grant from OCTA through the Local Transportation Demand Management Program for a pilot program for free trams.

M05d: New Parking Plan for the City of Laguna Beach

Replace the existing grandfathering, in-lieu, and off-site parking programs and establish a dependable revenue stream for funding parking, pedestrian access to parking, and transit improvements.

- a. Investigate establishing impact fees for operating a destination business in areas where parking or pedestrian traffic is at or beyond capacity.
- b. Consider requiring businesses (and/or landlords) with insufficient on-site parking (even those with "grandfathered" or other parking credits) to financially support expanded bus/shuttle service and additional peripheral parking.

- c. Discontinue the policy of "selling" in-lieu parking credits when an expanded/intensified business has inadequate parking (thus, not allowing intensified usage of that property.)
- d. Designate all revenues generated from parking, including meters and fines, to be spent on parking and transit related solutions.

M05e: Resident Parking Program

Establish a program to give priority to resident parking in the downtown. Such parking should not be available to downtown employees during the hours of their employment. Continue to work with the Chamber of Commerce to significantly reduce employee parking in the downtown basin.

M05f: Neighborhood Relief Parking Program

Implement provisions to provide relief to parking-impacted residential neighborhoods. Find creative means to discourage nonresident and employee parking in these neighborhoods.

M06: Integrated Urban Design for the Canyon

Project Rationale: Laguna Canyon, between Forest Avenue and El Toro Road, offers what may be the



final and best opportunity the City has to address needs such as vehicular traffic circulation; parking and access for the majority of those who visit, conduct business or live within the community.

Laguna Canyon is our principal front door and the one remaining community asset that could provide the space for additional parking to serve Central Business District and Civic Arts District needs leading toward solutions to existing traffic congestion. The answers to a seemingly impossible demand on a fragile and over utilized infrastructure lie within its boundaries along with opportunities to provide for new and improved bicycle and pedestrian traffic corridors.

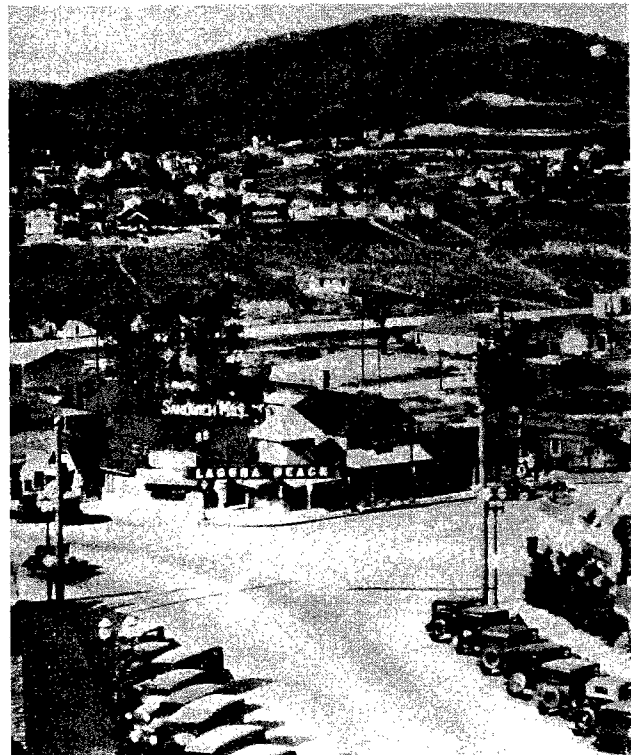
Study Site: The study area comprises the 3.1 miles from the intersection of Broadway and Forest Avenue to the intersection of El Toro Road and includes the City Corporation Yard and Employee Parking Lot. Of the 6.2 linear miles, including both sides of the canyon, better than approximately 1/3 of its length is in open space reserve not available to residential, commercial or industrial use. The first .4 mi. starting at Broadway and Forest contain the highest current use and demand density on the entire road during peak months. This includes the City Corporation Yard and Employee Parking Lot, the Playhouse, the Festival grounds, Tivoli Terrace and Tivoli Too activities, the Art-A-Fair, 7 Degrees and the Sawdust Festival.

With the exception of the Art Institute at mile 1.2, the majority of uses are commercial and industrial including auto shops and body shops, a number of retail outlets, art galleries, two gymnasiums, a nursery, the dog park and a private school and daycare center, Anneliese's Willowbrook School. Additionally, there are often forgotten residential neighborhoods both along and above Laguna Canyon, all with access from the canyon road. There is a growing and expanded, although possibly non-conforming, use of the canyon for artist live-in studios that also serve as commercial exhibit spaces.

It should be anticipated that inflating land values and rising citywide rents will change the nature and demand on canyon land resources resulting in both decreased availability of land and increased traffic throughout the study area.

Project Description

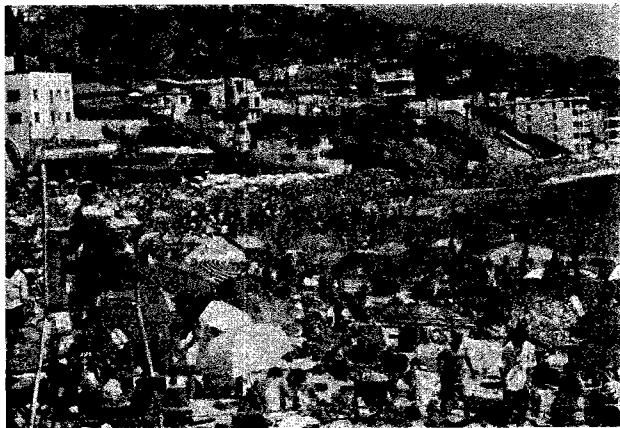
1. Hire a firm to undertake a comprehensive urban design study and analysis of the Laguna Canyon study site consistent with Livable Community concepts. The study should be grounded in the guiding principle that we must retain the beauty and character of the canyon by both respecting the natural environment and embracing the current eclectic diversity of use. This study should examine a coordinated answer to access issues between adequate and peripheral parking serviced by an effective shuttle service, all intended to take the burden out of the Arts District, the Village entrance, the Central Business District and the coastal strip. It should examine the adequacy and quality of pedestrian thoroughfares and bicycle paths. The study should include the next 13 components:



2. Include all affected constituencies in the study area such as Laguna residents (not forgetting the special interests of canyon residents); City of Laguna operations, Laguna Playhouse, The Festival of the Arts/Pageant of the Masters, Tivoli Terrace and Tivoli Too, Art-A-Fair, Seven Degrees, the Sawdust Festival, the Art Institute, appropriate civic and environmental groups, Anneliese's, and commercial/industrial interests in an effort to seek consensus on the future of the area.
3. Identify the problems experienced by all residents, businesses, the Arts Festivals, the Playhouse, City operations, the Art Institute and the open space areas. Study to include traffic circulation, parking, access, walkways and bicycle paths.
4. Examine current and anticipated future demands of traffic, circulation and parking by season, day and hour. Compare with existing conditions, both publicly and private held, both reserved for restricted use and available for shared use by private vehicles, charter and public transportation, bicycle and foot traffic, for residents, visitors, employees and vendors/exhibitors. Study to include accessibility needs.
5. Identify and examine available sites for both peripheral and near-town parking, which could be improved or newly developed, yet remain aesthetically pleasing and functional. Identify areas which could be used for parking during peak months and recreation or other uses during periods of lesser demand. Examine private/public partnerships.
6. Identify and examine currently available and potential future rights of way for walkways and bicycle paths, especially the existing 20 ft. setback between the edge of the existing LCR pavement and the required landscaped setback from the newer uses, which is currently used for parking cars.
7. Examine District needs for frequent, convenient shuttle service to peripheral parking locations. Coordinate the findings with the transit study recommended by the Resident and Visitor Mobility Strategy Team. Implement an improved and expanded shuttle service on a short term or temporary basis pending completion of the Vision studies and recommendations. Examine private/public partnerships.
8. Coordinate parking and circulation improvements in Laguna Canyon with the "Civic Arts District" and "Village Entrance" goals to ensure the enhancement of Laguna's identification with the Arts and to evolve a sense of unified design and integrated solution.
9. Study and consider the move of some City functions to remote locations in the canyon to capture sites for use as more convenient near-town parking with the attendant revenue generation such as some or all City Corporation Yard and Olive Street landscape yard uses.
10. Examine potential impact, positive and negative, on existing and potential canyon parking resources if Village employees and City employees are required to park remotely.
11. Study the long-range possibility of extremely distant remote parking with a shuttle or bus service concurrent with the widening of Laguna Canyon Road from El Toro Road to the 405, utilizing parking and transportation service from near the Spectrum.
12. Study and engage in a dialogue with Caltrans with the purpose of exploring, at a minimum, an increased City influence over the highway and as a more challenging proposition, the actual transition of ownership and responsibility to establish total City control. The study to show and compare the benefits of complete control versus the costs of maintenance and liability for the highway.

13. Study current zoning of Laguna Canyon, and determine if a specific plan for the entire area from Woodland Drive to El Toro Road would serve the City better. Determine if continued industrial zoning is the "highest and best" use for the area. Ensure that the Canyon does not become an unattractive urban industrial, commercial or retail area. Take steps to ensure the study and any zoning changes flowing from it establish guidelines that protect current uses embraced by Laguna citizens as a part of our "canyon character."

14a. Suggest strongly that final approval or implementation of any recommended designs for the Village Entrance area be delayed until both the Transit and Circulation and Parking Study for Laguna Canyon are completed and an integrated plan for both the canyon and the "entrance area" is adopted. This is the only way to ensure a unified approach to the City's problems of traffic, parking and circulation. Under no circumstances should the Act V lot be converted to any use other than the existing parking until the recommended studies are completed and the integrated plan for parking and circulation adopted. While all other elements of this and the other Mobility projects were approved by consensus or unanimity, the Village Entrance moratorium vote was almost evenly split at nine for, eight against, one abstention. See 14b.



14b. Consequently, some in favor of a delay felt a Canyon Design Project would recommend many more needed parking spaces than the currently envisioned Village Entrance Project is likely to provide, while most against feared that delaying the Village Entrance for three more years risked danger that it would never be built, that a moratorium was just a Fabian tactic to delay hoping for cancellation and that a three year delay would be very detrimental to Laguna.

Goals: *1-2 year goal:* Begin an integrated urban design study and master plan for the future of the Laguna Canyon study site.

- Implement improved, if interim, parking and shuttle services.
- Add pedestrian walkways connecting existing Canyon metered parking to existing walkways on both sides of the Canyon Road near Forest Avenue.

2-3 year goal:

- Complete a consensus supported Urban Design Study for Laguna Canyon.

5-year goal:

- Complete the first phases of permanent and improved parking and expanded transportation.

Lead Responsibility: City of Laguna Beach

Principal Partners: Laguna Playhouse, Festival of Arts/Pageant of the Masters, Tivoli Terrace and Tivoli Too, Art-A-Fair, Seven Degrees, The Sawdust Festival, the Art Institute, Laguna Greenbelt and the Canyon Conservancy, and other commercial/industrial interests.

Existing Sources of Data and Studies for Use in Performing an Integrated Urban Design for the Canyon:

1. PTC traffic studies and recent festival parking space count; data from Carolyn Wood.

2. Working Paper for Circulation and Parking Issues in Civic Arts District; LSA January 30, 2001
3. Village Entrance Competition RFP including maps
4. Old traffic and parking studies i.e. Wilbur Smith Study of 1974-76
5. City Corporation Yard; new City study underway
6. Laguna Playhouse, current use and needs and expanded use with construction of second facility adjacent to existing; input from Richard Stein, Director
7. Festival/Pageant, demand vs. availability; input from Scott Moore, President
8. Tivoli Terrace and Tivoli Too, weddings and parties; input from June Neptune
9. Art-A-Fair, demand vs. availability; input from Iris Adams, Board Member
10. 7 Degrees, live in studios and exhibition facility; input from Mark Orgill
11. Sawdust Festival, demand vs. availability; input from Helen McNamara, Board Member
12. Commercial area, examine use permits
13. Art Institute, data from City files, study done for recent parking lot expansion
14. Laguna Coast Wilderness Park usage; input from, Mary Fegraus, Laguna Canyon Foundation
15. Anneliese's, new study for recent expansion by LSA at City

M07: Bicycles

Encouraging the use of bicycles is an integral part of a more balanced and sustainable approach to movement within the City. In addition, Laguna Beach

could be an important destination for the recreational bicyclist.

Goal: *The 2-year goal:* A comprehensive bicycle plan suitable for integration into the Transportation Element of the City's General Plan and implementing ordinances. Such a plan was developed during the 1970's and should be re-instituted.

M07a: Bike Rack and Lockers

Provide bike racks and storage lockers as part of the City's strategic parking program.

M07b: Bike Safe Corridors/Street Design

- Consider bicycle safety needs as an important criterion in the design/redesign of all our streets.
- Reestablish bicycle-safe corridors through town by installing safety devices appropriate to each corridor, including bicycle lanes and safety signage. Signs should be posted marking these corridors as bike routes. Maps of these routes should be available to the public.
- Implement design modifications to make appropriate residential streets "bicycle boulevards" including such design modifications as bicycle lanes, special signage, and intersection redesign.

**Resident and Visitor Mobility
Strategy Group Team Leaders**

Facilitators: Marsha Bode, Wayne Peterson, Terry Smith

Recorder: Penny King, Becky Jones

Steering Committee Liaison: Cathy Krinsky

Staff Liaison: Bill Liebel, Derek Wieske

Environmental Responsibility

Strategy Team Action Plan

We will protect, expand and preserve the beautiful hillsides, beaches and ocean and weave environmental sustainability throughout the fabric of Laguna Beach life now and for future generations.

Laguna Beach is blessed with a unique coastal environment that we, its citizens and the broader community around us, are obligated to protect and maintain. The fundamental principle that guides this vision of Environmental Responsibility is to protect and restore the natural environment with long-term environmental sustainability as the ultimate goal.

GOALS

- Preserve and protect the ocean/shore, intertidal system, beaches, and watersheds.
- Preserve, expand, and protect the city's open spaces, hillsides, and adjacent parklands (including areas outside the city boundaries and Laguna's watershed).
- Weave environmental sustainability throughout the fabric of Laguna Beach life and encourage surrounding communities to do the same.
- Provide protection from natural and man-made disasters including protection of structures and neighborhoods.
- Continuously monitor and address the impacts of regional growth.
- Identify and address various types of pollution and their sources.
- Provide continuous environmental education.
- Demand accountability (includes personal, governmental, business, and social accountability).

VISION

To accomplish these long-term aspirations, future persons and generations assuming the privilege of care-taking Laguna Beach should:

- Build on the strengths of those groups and individuals working to protect and restore the blue-belt and greenbelt and open spaces in Laguna Beach.
- Identify issues and practices that leave the environment vulnerable and open to near and long-term degradation.
- Create and sustain ongoing campaigns to involve all citizens of Laguna Beach and surrounding communities in efforts to appreciate and protect and restore the environment.
- Recognize the interdependence of Laguna's many groups and different points of view in future civil efforts to fashion collaborative proposals incorporating a variety of goals and efforts to protect the environment.
- Develop educational programs to promote environmental consciousness and to all become 'environmental stewards of the future'.

Many of the projects and actions necessary to achieve these goals and objectives are not new. They already exist within the city's General Plan, codes or in other governmental laws, rules, and regulations. It is recognized that, due to an historic lack of political will,

management motivation, and sufficient staffing, enforcement has NOT been made available for the necessary protection of the environment.

Many visionary citizens created the Laguna Greenbelt and Laguna Canyon Conservancy to address this chronic situation. The existence of these two organizations has maintained continuity between swings of political administrations and social trends in the acquisition and management of Laguna's open space. One of the means by which other natural treasures of Laguna Beach may be protected for posterity is in the creation of a non-profit "Ocean Laguna" or 'Laguna Blue-belt' foundation. Such an organization would be charged with preservation and protection of ocean water quality, beaches, watersheds, and the inter-tidal zone.

Additionally, concerned environmentalists should form another organization (nonprofit, environmental steering committee, consortium of existing regional environment groups, or standing sub-committee of the institutionalized vision planning process) which would be responsible to monitor all community environmental concerns. Recognizing the interdependence of the ecosystem, this group would educate, advocate, coordinate, collaborate and, if necessary, litigate for the cause of preserving and protecting the environment. This coalition/oversight group would also propose capital improvement projects, design and implement public/private partnerships to promote sustainability, undertake educational campaigns, encourage enforcement, and make ongoing recommendations to the city regarding environmental issues.

Nonprofit or not-for-profit organizations would work closely with new City personnel dedicated to the environment and enforcement officers. It would help coordinate activities with the new citizens' Environmental Committee that would expand the scope of the present "Open Space Committee".

This Vision for an environmentally sustainable community includes public safety and protection. Laguna Beach has significant fire, flood, landslide protection and suppression challenges due to its topography and separation from other protection agency resources. How we seek to protect our domestic and habitable open space environment is directly related to issues of environmental responsibility. Acquiring and preserving additional open space increases our responsibility to protect it and the recreational users enjoying it. While some may view public safety and environmental responsibility an odd fit, identification of important safety/environment relationships is an important goal for an ongoing Vision Laguna process. These issues have been highlighted as separate projects.

Consider the process: First comes education followed by political will, establish legitimate authority, direct financial resources, and promote enforcement.

PROJECT PROPOSALS

There are eight (8) Environmental Responsibility Project Proposals. It may appear that there is a duplication of action items across some of these projects. This is by design. Duplicated items not only speak to the importance of these items but also help to ensure their implementation by linking them with other projects. For example, public education is a project in itself but education actions are called out under most of the other proposals as well. The following



proposals constitute a whole package, the implementation of which will work to ensure a bright Laguna Beach environmental future.

**EN1: Formation of "Ocean Laguna",
a Blue-belt Non-profit**

Establish a Laguna Beach non-profit organization to preserve and protect beaches, inter-tidal zone, watersheds, and water quality.

Throughout discussions on the environment during the Vision processes one theme was continually voiced. Participants consider "the preservation of the ocean/beach environment to be in a crisis state; something must be done now". "Water quality is linked to property values and the economic health of the community." "Good ocean water quality is critical for individual health and the well being of all who use the beach; resident and visitor alike."

Based on the highly successful "Laguna Greenbelt" and Catalina Conservancy models, a Laguna Beach non-profit is needed to activate residents, educate the community, and engage in fund development activities to promote the health of Laguna beaches and inter-tidal zone.

Goals and Mandate: Many specific goals and projects regarding ocean and watershed issues were elucidated during the initial Vision Process (1999-2001) and may come within the auspices of the new, "Ocean Laguna" or "Laguna Blue-belt" non-profit.



1. Conduct a scientific assessment of the inter-tidal zone.
2. Implement a system of coastal protection, water quality testing, and process for administrative relief from polluters.
3. Create a Laguna Beach Marine Life Refuge to protect Laguna inter-tidal treasures.
4. Preserve, rehabilitate, and restore marine ecological reserves including limiting access during low tides, times of reseeding, and/or redevelopment.
5. Develop a corps of docents to provide beach and tide pool education tours and monitoring similar to Laguna Coast Wilderness Park.
6. Develop interpretive signage at all beaches clearly stating the rules for public access highlighting appreciation of the environment and enforcement of such rules. The goal of marine life refuge signage is to mitigate and deter improper access and to enhance non-extractive human activities with the goal of ecosystem protection.
7. Create an ocean awareness and interpretive center separate from a new marine safety headquarters facility.
8. Demand enforcement of existing codes and laws. Litigate to ensure compliance if necessary.
 - Demand full compliance and accountability from government, contractors, businesses, residents, tourists, and all visitors.
 - Provide sufficient funding for local beach-based law enforcement officers.
 - Enact policies to reduce unlawful harvesting and collecting of marine life; trampling of organisms due to visitor foot traffic; probing of organisms; illegal collecting and on-site disturbances.

9. Educate the community and visitors on protecting our marine environment and watersheds in local schools, businesses, and tourist destinations. The purpose would be to increase the public's scientific understanding and aesthetic appreciation of the ecosystem and how certain human behavior can negatively impact it.
10. Advocate; i.e., lobby against off-shore drilling, environmentally irresponsible up-stream development, and sale and use of environmentally insensitive products or containers.

EN2: Formation of a City-Appointed Environment Committee

Expand or re-purpose the purview of the City's current "Open Space Committee" to include general environmental concerns. This might mean renaming the committee to the "Environment Committee."

A more comprehensive citizens committee is needed to deal with a broader scope of environment issues, not just open space. The city's new "Environment Committee" would have the charge of implementing and recommending to the City Council the action items identified through the Vision Laguna process and monitor additional action recommended by other individuals or organizations appearing before the Citizens Environmental Committee. This committee would work with the "Citizens Environment Oversight" organization to ensure ongoing identification, attention to and action on specific environment issues. In addition to comprehensive environmental oversight, specific topics that might be of immediate concern for this City Council appointed committee are:

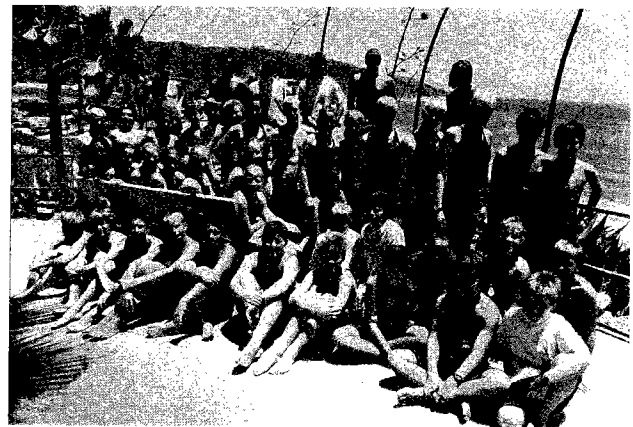
Air Pollution

- Implement technology to time lights on Coast Highway and design traffic circulation to minimized congestion and idling.
- Reduce dwell time and idling of bus and truck engines.

- Provide incentives for use of alternative fuel vehicles.
- Provide 'electric car' charge stations at City parking areas.
- Create citizen awareness for responsible use of residential fireplaces and outdoor grills.
- Enforce AQMD and all other air quality standards.
- Encourage the use of alternative transit systems.

Noise Pollution

- Update the noise ordinances in the General Plan.
- Reduce use of and turn down volume of emergency vehicle sirens and horns.
- Post signs for private vehicle horn use reduction in Laguna.
- Enforce noise ordinances regarding noisy motorcycles, airplanes, helicopters, boats, and waverunners.
- Investigate the possibility of a no fly zone in specified airspace over Laguna Beach.
- Enforce current noise abatement ordinances regarding privately owned mechanical devices: air-conditioning, lawn maintenance, power washers, saws, etc.



- Enforce noisy construction/landscaping activities that take place at inappropriate times of the day/night and on Sundays.

Light Pollution

Investigate the desirability of lighting control ordinances. Research experience of other communities, which have tried to save the night. "Night is a Right."

- Inventory City lighting. Reduce excess lighting to enhance appreciation of the night time environment. Reduced lighting would reduce energy consumption and save the city money. This needs to be studied and quantified.
- Promote light targeting methods, such as light collars, downward focused lighting, etc., during the design phase of any new construction.

Views

Living in Laguna is like going to a concert. If persons in the front rows stand up, then everybody has to stand to see the show. That additional level can block the uphill neighbor's view. Inappropriate vegetation has the same effect. View protection from hillside homes is a serious quality of life issue as well as having significant property value implications. It is important that future generations have access to the natural views afforded by Laguna topography.

- Define the balance between competing issues and interests.
- Establish an enforceable process to deal with complaints.

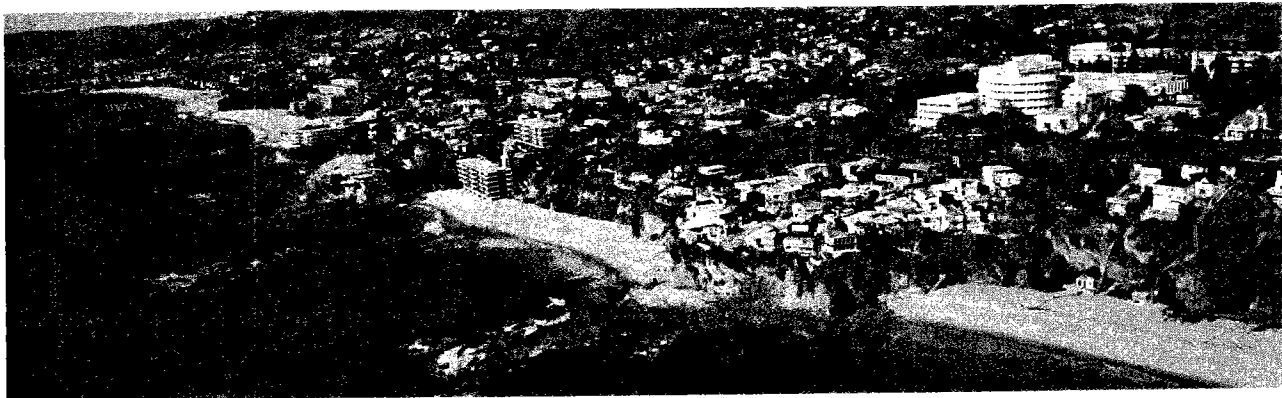
- Inform and educate potential residents as part of the real estate purchasing process.

Open Space: Laguna Greenbelt

- Make the public aware that Laguna Laurel parcel and "Area 18" are still not protected.
- Identify connections between exterior greenbelts with interior canyons.
- Include Laguna Beach in the interconnecting, countywide, trail system.
- Form public/private partnerships to preserve and protect open spaces. Compensate landowners for creating open space easements as part of entitlement processes. Make entitlement rights economically transferable and available for third party consolidation.
- Resolve open space user conflicts where hikers, bikers, horses, dogs, and other domestic animals are allowed.
- Develop plans for watercourse restoration to include erosion control utilizing retention basins.
- Encourage natural streambed restoration/filtration system to clean as water flows.
- Enhance the recreational and interpretive value and access to the City's open space.

EN3: Public Education

To create awareness of environmental issues so that individuals become responsible for their own per-



sonal actions and voluntarily modify behavior is a fundamental goal of public and private education. Coordinate the activities of all environmental groups to mount a systematic and aggressive public education campaign to make citizens and businesses alike become aware of the costs of pollution and the vital role they can play in the restoring and protecting the city's natural environment. Public behavior can be changed through education campaigns that clearly list the cost and dangers of certain actions and the benefits of changing those behaviors. To be most effective, such campaigns should be coordinated so that easy to read messages are succinct and not conflicting, comprehensive, so that no topics or target audiences are omitted. Coordinating education activities might be a specific directive of a citizens environmental oversight group. A city employee working in the new Environment Staff would act as one resource to help coordinate public education working with existing environmental groups to develop materials for widespread distribution. Examples of specific public education programs are envisioned to include: controlling urban runoff, inter-tidal zone appreciation pamphlets, new packaging rules for businesses (no styrofoam or plastic bags), proper disposal of domestic grease, city-wide prohibition against the retail sale of items from marine animals (shells), provision of outdoor cigarette urns, voluntary installation of grease traps by restaurants, sewer rooting, crud catchers, etc.

Incentive oriented public education should be supported by enforcement. City staff positions created to protect the environment would have police powers (EN5). It is the intent that the enforcement of environmental laws and regulations would be partially funded by fees and fines as well as grants.

**EN4: Citizens Environmental Oversight;
Formation of an Environmental
Action Committee Non-Profit**

Establish a group that would be responsible for overseeing the direction and implementation of policies

and actions related to the environmental health of Laguna Beach. As most of the goals outlined by the Vision Planning process referring to the environment can be traced back to existing elements of the General Plan, a "watch-dog" group is clearly needed to encourage city management to enforce existing codes, laws, etc. This group would be formed to educate, advocate, coordinate, and collaborate in the name of preserving and protecting our environment, and, if necessary, litigate for the purpose of enforcing existing laws.

This group would partner with the City and other local and regional environmental groups to ensure continual investigation, study, oversight, and enforcement of existing and new codes and policies that relate to the environment. Work would include drafting of ordinances and identifying funding for enforcement personnel. Through the Vision Laguna process, a number of projects were identified that in actuality are already occurring or were implemented actions within various General Plan elements.

A "Citizens Environmental Oversight" committee is recommended to insure the timely review, implementation and enforcement of such 'on-the-books' projects. This group could be composed of citizen volunteers from any number of existing



environmental groups: Canyon Conservancy, Ocean Laguna, Maine Safety, Clean Water Now, Save the Sea Lion, Laguna Surfrider, et al.

Specific actions for this group to initiate would be to recommend to the City that it enforce marine preservation regulations and hire a full-time Marine Safety Officer with enforcement powers. Enforce pollution violation laws, create a fast track complaint process, write warnings, and impose fines for violation of pollution/environmental laws.

Resolve that the City of Laguna Beach will become more progressively and aggressively involved with surrounding communities in order to deal with the undesirable impacts of regional growth on Laguna. "It is not so much as what we are doing to ourselves as much as what others are doing to us by land, sea, and air". The Citizens Environmental Oversight and newly dedicated City environment staff would be expected to be aware of proposed activities and stay abreast of ongoing issues in other communities and the county at large. It would report to the community and to the City Council and recommend plan(s) of action. Such external vigilance might include urban runoff, traffic, airport, offshore oil drilling, air pollution, noise and light pollution, and ocean water quality.

This group would continually search for grants and secure funds from existing or new revenue streams (NPDES, DAMP), coordinate outreach to other communities for public speaking engagements and presentations before other city councils.

**EN5: City of Laguna Beach:
Environment Staff Personnel**

The future of the Laguna environment is a combination of political will and management acumen. Management of the City with a priority for environmental concerns is critical for the future of our community.

The City should dedicate adequate staff positions to environment concerns and issues. The creation of environmental staff positions has the potential to help the community achieve many important action programs and items identified during the Vision Process. It is critical for senior environmental staff to have police enforcement powers and adequate administrative assistance. These professionals could begin to address many issues and items presently set forth in the General Plan. A description of possible activities for these new environmental staff personnel and support positions follows.

- Review methods and processes to include environmental concerns as they may pertain to all activities of City Public Works (sewers, et al) and Community Development. Coordinate environmental concerns throughout City government departments and activities.
- Coordinate with the police department to enforce laws and ordinances pertaining to the environment. The City of Laguna Beach must be willing and be prepared to litigate with surrounding communities to protect our environment.
- Actively work to preserve and expand the green belt. It would enforce 'use ordinances' for the greenbelt's responsible use and protection and environmental staff would work closely with greenbelt organizations and authorities.
- Environmental responsibility includes public safety. Staff would work with the citizens "Public Safety and Protection Committee" (EN7) to help coordinate community disaster preparedness and plan contingencies with the fire department and other emergency response teams.
- Environmental personnel would work with the Department of Community Development to promote environmentally sustainable building and development patterns. These professionals

EN

could help to create an 'urban interface building code' which provides for topographic constrained emergency access, fire safety, and slide awareness for hillside neighborhoods.

- They would monitor all construction in progress throughout the city and enforce regulations pertaining to construction.
- The Environment Staff would be concerned with the environmental impacts of public infrastructures, e.g., water reservoirs, parking structures, telecommunications, microwave towers, etc.
- These individuals would cooperate with other government entities and/or agencies to monitor air pollution, sources of air pollution, and initiate local remedial action and enforcement as necessary.
- Staff would work to develop a comprehensive program to address the issue of local light pollution, night-time illumination and public safety, and energy conservation. Such conservation may be of substantial financial savings to the City.
- The environment staff would ensure that recycling programs are state of the art and apply to both city and beaches, and see to it that refuse is collected during weekends, high tourist season, and special events—scheduling to consider the tide calendar and collect debris before high tide. They might require installation of trash containers outside restaurants and bars to reduce cigarette butts in catch basin debris and would enforce biodegradable container programs for stores and restaurants.
- City staff dedicated to environmental issues could help coordinate sustainable environmental practices with business, hotels, restaurants, and individual residents, etc., utilizing appropriate enforcement.

- In conjunction with enforcement, City staff could help promote environmental public education programs created by citizen non-profit organizations or other groups and individuals proven worthy of city resource support.

EN6: Environmental Capital Improvement Projects

To better preserve and protect our natural environment, the city must engage in a number of capital improvement projects. It must insure the timely research and implementation of such capital improvement projects as erosion control, storm drain "solids retention devices," and modernization and continual maintenance of wastewater collection and treatment.

Erosion Control

- Employ erosion control devices and techniques (i.e. retention basins, stream restoration, use of erosion inhibiting plants, etc.) to help control run-off and velocity.
- Install and maintain crud catchers in storm drains and generally utilize state of the art crud disposal methods.

Sewers

Create and preventively maintain a state-of-the-art sewage system.

- Provide the public with better information on the state of city sewers.
- Evaluate the cost/benefits of contracting management of the sewer system to private firms.
- Require grease traps for all restaurants.
- Acquire portable generators as back-up protection for sewage system during electrical failures.
- Include 'rooting' of private property sewer laterals as part of required residential property maintenance during the real estate transfer process, e.g., termite tenting.

EN7: Formation of City Appointed Public Safety and Protection Committee

Create a standing "Public Safety and Protection Committee" as one of the regular citizens committees appointed by the City Council. Although the safety element is an adopted component of the General Plan, a number of action items have not been implemented.

This committee would assist in development and implementation of General Plan action items and would oversee management so that the City complies with its own codes. It would also recommend actions to the City Council to support enforcement or to create new code where appropriate needs are identified. General assignments for this committee recommended by deliberations during the Vision process are as follows:

- Ensure adequate and up-to-date police protection by providing continuing education and training for police officers and utilizing state of the art technology, equipment, and practices.
- Conduct a comprehensive reevaluation of our emergency preparedness and response capabilities. Meet or exceed insurance company standards for specific neighborhoods and the community.
- Inventory the progress of required earthquake retrofits.
- Identify 'hazard areas' within the city, including areas of potential flooding, landslides, fires, and tsunamis.
- Ensure up-to-date fire protection including continuing education and training for fire department personnel and utilize state of the art technology, equipment, and practices.
- Increase inspections and enforce fire prevention policies.
- Develop methods to capture 'toxic soup' after fires and other substances entering sewers.
- Determine the structural fuel loads of neighborhoods and upgrade protective infrastructures as necessary.
- Continue fuel modification practices (i.e., trimming landscape around homes and city open spaces). Evaluate the effectiveness of the 'hillside clearing' goats on an economic cost and environmental basis.
- Calculate benefits and risks of prescribed burns within city limits when using foams and gels.
- Encourage the formation of public/private partnerships to enhance public safety.
- Evaluate the feasibility of privatization of public services such as fire and police.
- Agency Coordination: Improve and enhance the City's Emergency Response Team (comprised of police, fire, and marine safety participants) with adequate training, equipment, and pay. Local housing for these people is required.
- Re-evaluate building codes and development standards to improve structure safety.



- Before issuing building permits, require coordination among all municipal services including the environment staff.
- Require new construction or major remodel coordination with fire department to ensure adequate water pressure in case of fire.
- Require that buildings be brought up to code upon sale prior to occupancy
- Work with the City's historical committee to provide practical programs to mitigate the safety of Laguna's historical buildings
- Adopt the 'urban interface building code': a building code that provides for special situations such as emergency access in topographically constrained areas.
- Reexamine and update the City Safety Element of the General Plan every three years.
- Educate the public on steps it can take to prepare for and minimize the impact of natural disasters. Encourage the public to create neighborhood safety plans (Lockwood Grid) and encourage self-protection vs. 911.

EN8: Public/Private Partnerships to Promote Environmental Sustainability

Develop a Liaison program that links community Quality of Life Issues and Goals to business activities. The program would be facilitated by the City (either through the environment staff (EN5), Citizens Environment Committee (EN4), or some other group). Members of the Chamber of Commerce, Laguna Business Club, and other interested citizens and individuals would be formal participants in the program direction. The program would define specific projects to promote sustainable business practices. An example of a successful project of this type is the Canyon Merchant arrangement implemented by a local conservation group and downtown merchants.

There is often an unstated assumption that local businesses are 'against' or 'indifferent' to the environment and quality of life issues, and so, individuals, local government, and local businesses sometimes work at cross-purposes. This project is predicated on the belief that this assumption is untrue. There is considerable evidence that local businesses, local government, and the community can 'partner' on many far-reaching, environmentally sustainable, projects—with businesses providing additional funding sources that otherwise would not be available.

**VISION LAGUNA
ENVIRONMENTAL RESPONSIBILITY
List of Priorities**

- | | |
|--|------------|
| 1) Public Education/Enforcement | EN3 |
| 2) Capital Improvement & Maintenance/
Sewers | EN6 |
| 3) "Ocean Laguna" Non-Profit | EN1 |
| 4) City Environmental Staff/Enforcement | EN5 |
| 5) Environmental Citizens Committee/
Planning | EN2 |
| 6) Public Safety Committee/Planning | EN7 |
| 7) Environmental Action Committee/
Oversight | EN4 |
| 8) Public/Private Partnerships | EN8 |

**Environmental Responsibility
Strategy Group Team Leaders**

Facilitators: Kathleen Blackburn, Melissa O'Neal
Recorder: Peggie Thomas
Steering Committee Liaison: Walker Reed
Staff Liaison: Steve May

Arts and Culture

Strategy Team Action Plan

*We will be known as a community of artists
and a home for the arts and cultural programming.*

GOALS

- Enhance and promote the City's cultural identity as a home for all the arts.
- Preserve, enhance, and encourage Laguna Beach's vitality as a community of artists.
- Nourish Laguna Beach's cultural facilities and cultural programming.
- Integration and recognition of the arts in all aspects of the community.

VISION

Laguna Beach has a rich artistic heritage. In 1914, the Laguna Beach City Council made a conscious decision that the city would be an art colony, with a distinct identity from Newport Beach with its boating and Huntington Beach with its oil wells. As stakeholders in preserving and nurturing this heritage, the Arts and Culture group established fundamental operating principles to guide its collaborative work efforts.

It is important to the group that the City's cultural identity encompass all art forms, including but not limited to film, visual, performing, media, and literature. While preservation is important, so too is enhancing and encouraging Laguna Beach's vitality as a community of artists. Support from the City, private/public partnerships as well as the community to promote and fund the arts is essential. Funding will

enable a diverse collection of programs and venues critical to promote and educate community participation in the arts.

By continuing to integrate and recognize the arts in all aspects of the community, we will encourage and provide sustenance to the community in a way that allows its values to flourish.

Based on these overall goals for Arts and Culture in Laguna, three major categories emerged to guide the project recommendations: Funding for the Arts, Access to Places and Spaces, Support for Programs and People.

PROJECT PROPOSALS

AC1: Funding for the Arts

A multi-phased effort is required to meet the funding needs for the arts. The completion of an **economic impact report** is a first step to the development of funding and promotional programs and activities. **Public relations campaigns and marketing initiatives** will be key components of the funding program.

As part of that effort, ways to encourage, support, attend public performances of artistic events in the community will be identified.

This effort will include leveraging known **funding sources** while also seeking out corporate entities and investors. The role of Visitor's Bureau should be

expanded to include a **Tourist Information Bureau** to specifically promote the arts through funds, personnel and materials as needed. Funding needs may also be met through the public sources such as the City or other Regional groups or through private sources through the **creation of a non-governmental arts and culture organization** (NGACO) for the purpose of arts funding. Immediate actions will include establishing a **dedicated fund allocation for the arts** from other City community assistance funds. In addition, **public/private partnerships** will be encouraged to engage in funding for sponsorship of such things as Art Walk, Forest Lane project, Artists' Theater, dumpster decoration.

Time Frame: These urgent and immediate items need to be addressed in the short term, in some instances continuing over time, with updates and replenishment of sources and sponsors.

Lead Responsibility/Principal Partners: Arts Commission, City Arts Coordinator, Arts and Culture Vision Committee, City Council, Visitor's Bureau

Potential Partners: Chamber of Commerce, The City of Laguna General Fund, CADA, Artful Conversation, Public/Private Grants

AC1a: Economic Impact Report

Coordinate collection of work done to date and complete an economic impact report

Time Frame: Short (0-2 yrs)

Lead Responsibility/Principal Partners: City Arts Coordinator, Artful Conversation

Potential Resources: Visitor's Bureau, Chamber of Commerce

The Old Coast Road
William Wendt, 1916

AC1b: Fundraising Public Relations/Marketing Campaign

Develop fund-raising program including public relations campaign, and marketing to encourage, support, attend public performances of artistic events in the community

Time Frame: Short (0-2 yr.)

Lead Responsibility/Principal Partners: Visitor's Bureau, City Arts Coordinator, Arts and Culture Vision Committee

Potential Resources: Chamber of Commerce, Artful Conversation, Visitor's Bureau, CADA

AC1c: Leverage Known Funding Sources to Develop New Funding

Utilize known sources of funding; attract corporate entities and investors

Time Frame: Short/Medium (0-5 yr.)

Lead Responsibility/Principal Partners: Artful Conversation, City Arts Coordinator (for public sources), Arts and Culture Vision Committee

Potential Resources:

- City's General Fund
- Municipal Revenue Bonds or Certificates of Participation
- Percentage of hotel (bed) tax, 1-2%



- Percentage of development fees
- Percentage of capital improvement projects for public art within project area
- Percentage of parking revenue
- Voluntary arts subscriptions through water billing
- Special cultural assessment districts, sales tax increment districts or city-wide tax district
- Seat/ticket or other entertainment taxes

AC1d: Expand Tourist Information Bureau to Promote Arts

Expand role of Visitor's Bureau to include a Tourist Information Bureau to specifically promote the arts through funds, personnel, and materials as needed.

Time Frame: Short/Medium (0-5 yr.)

Lead Responsibility/Principal Partners:

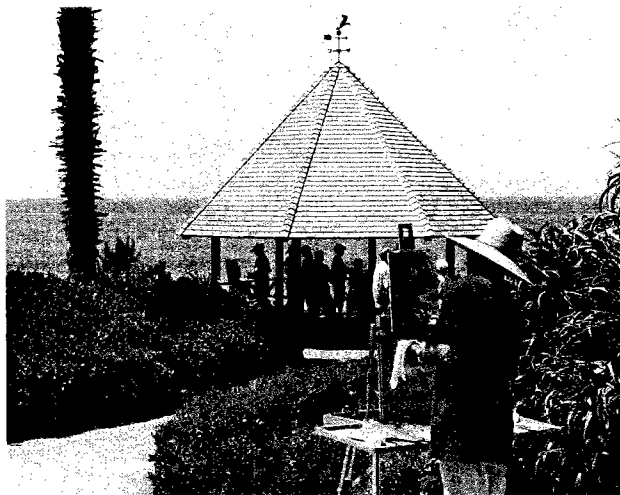
Visitor's Bureau, City Arts Coordinator Arts and Culture Vision Committee, Arts Commission

AC1e: Create a Non-Governmental Arts & Culture Organization (NGACO) for the Purpose of Arts Funding

Time Frame: Short/Medium (0-5 yr.)

Lead Responsibility/Principal Partners:

Arts Commission



AC1f: Establish Dedicated Fund Allocation for the Arts from all other City Community Assistance Funds

Time Frame: Short (0-2 yr.)

Lead Responsibility/Principal Partners:

City Council

AC1g: Public/Private Partnerships

Encourage Public/Private Partnerships such as:

- Art Walk
- Forest Lane project
- Artists' Theater
- Village Entrance project
- Artist Live/Work units
- Explore viability of "creative zone"
- Dumpster decoration

Time Frame: Ongoing

Lead Responsibility/Principal Partners:

Arts Commission, NGACO, CADA

Potential Resources: Public/Private Funding, Waste Management

AC2: Access to Places and Spaces

A place to call home. A priority is to establish a **Community Arts Center** to provide a focal point for the community including arts classrooms, gallery space and rehearsal space.

It is also important to support and nurture our artist community through the creation of **affordable live/work facilities** in Laguna Beach for artists, as well as through programs to address/revise residential zoning to support artist home-based business.

We need to preserve the rich arts heritage of Laguna through the **retention of local cultural institutions** by encouraging local groups to re-examine their own bylaws to ensure their continued residency in Laguna. Preservation activities should also include

AC



The Path Less Traveled
Cynthia Britain, 2000

identification and expansion of arts districts such as CADA into other areas of the City.

There should be focus on the **utilization of publicly and/or privately-owned property** through initiatives which encourage use of commercial properties for art/cultural purposes, i.e. development of projects to rehabilitate the downtown commercial theater into a publicly-owned community theater, installation of more public art throughout the City. Development of plans for greater community access should be encouraged and include (but not limited to): Artists' Theater, Forum Theater, Festival Grounds, Laguna Playhouse, Irvine Bowl, Sawdust grounds, LAM, Art-A-Fair. In addition, new venues, such as a Forest Avenue Promenade or Village Entrance, should be developed or expanded for performances, art displays, etc.

Finally, from the Arts and Culture group perspective there is a desperate need for creation of **adequate parking** for year round arts events. This crossover project needs to be addressed within the overall Vision Laguna themes.

Time Frame: These are needs to be addressed in the short to medium term in order to begin plans to transform these concepts into tangible results. In some instances, these projects will occur in phases, over time with continued input from the community.

Lead Responsibility: Arts Commission, City Arts Coordinator, Arts and Culture Vision Committee, City Council, Planning Commission

Potential Partners: LAM, CADA, Art Institute, CAP, NoSquare Theatre, Art Festivals, LB School District, Public/Private Funding and Grants

AC2a: Retention of Local Cultural Institutions

Encourage local groups to re-examine their own by-laws to insure their continued residency in Laguna

Time Frame: Short (0-2 yr.)

Lead Responsibility/Principal Partners: LAM, FOA/POM, Art Institute

**AC2b: Public/Private Space for Art/
Cultural Purposes**

Utilization of publicly and/or privately-owned property and institutions such as:

- Encourage use of commercial properties for art/cultural purposes
- Rehabilitate the downtown commercial theater into a publicly-owned community theater
- Install more public art throughout the City
- Encourage development of plans for greater community access including but not limited to Artists' Theater, Forum Theater, Festival Grounds, Laguna Playhouse, Irvine Bowl, Sawdust Grounds, LAM, Art-A-Fair

Time Frame: Short/Medium (0-5 yr.)

Lead Responsibility/Principal Partners: Arts Commission, CAP, No Square Theatre, Art Festivals, Art Institute, LAM, Laguna Beach Unified School District (LBUSD)

Potential Resources: County, State, and Federal grants

AC2c: Expand Performance Venues

Expand venues for performances, art displays, i.e. Forest Avenue, Village Entrance.

Time Frame: Long (+5 yr.)

Lead Responsibility/Principal Partners: Planning Commission, Arts and Culture Vision Committee

Potential Resources: Public/Private Funding

AC2d: Affordable Live/Work Facility

Create an affordable live/work facility in Laguna Beach for artists via:

- City support through reduced fees & processes
- Address/revise residential zoning to support artist home-based business.

Time Frame: Long (+5 yr.)

Lead Responsibility/Principal Partners: Planning Commission, Arts and Culture Vision Committee

Potential Resources: Public/Private Funding

AC2e: Arts Districts

Identify and expand arts districts such as CADA into other areas of the City.

Time Frame: Long (+5 yr.)



Lead Responsibility/Principal Partners: Arts Commissions, Planning Commission, Arts and Culture Vision Committee

AC2f: Community Arts Center

Establish a community arts center, which would include arts classrooms, gallery space and rehearsal space.

Time Frame: Short/Medium (0-5 yr.)

Lead Responsibility/Principal Partners: Planning Commission, City Council

Potential Resources: See AC1c

AC2g: Parking for Arts Events

Create adequate parking for year round arts events.

Time Frame: Short (0-2 yr.)

Lead Responsibility/Principal Partners: City, Vision Mobility Committee

Potential Resources: Public/Private Funding, CalTrans

AC3: Support for Programs and People

In 1996, the City of Laguna Beach Community Cultural Arts Plan was created and published. This plan must be maintained as a living document, updated regularly and implemented to serve the community.

There is a **fundamental need to promote community education and participation in the arts.** This will be accomplished through cohesive and comprehensive cultural programming and communication. Local groups and institutions should be engaged to assist in the education of the public on the importance of the arts. At the same time local businesses will be encouraged to participate in arts planning and promotion. This will also include projects to create

AC

year-round, community-wide art and cultural activities and events in both public and private spaces.

Another priority will be the development of **comprehensive arts education programs in our schools** at all levels, K-12, as well as encouraging more artists to participate in schools and community education through initiatives such as **artist mentor programs**.

The City of Laguna Beach also needs to embrace and promote **arts integration into the City's strategic planning**. This, along with the creation of a **City Arts Department** reporting directly to City Manager, are important project priorities.

Outreach to regional, national & international art organizations to create more formal relationships also emerged as a key item. Other related items include development and sponsorship of Artist-in-Residence programs and identification of opportunities to showcase regional artists and groups.

The Laguna Beach culture is unique. **A Cultural Center in Laguna** should be created to foster additional intellectual and emotional elements to the community as a laboratory for the heart, mind, and spirit. The Cultural Center would be a non-profit corporation housed in a complex that provides space to explore fine arts, humanities, and social and physical sciences. The Cultural Center could be a place that reaffirms, enriches, encourages, nurtures and preserves the cultural values that define Laguna Beach.

Time Frame: These are a mixed set of needs, some immediate to serve as a springboard for next steps and others short term to medium term. In some instances, these projects will occur in phases, over time with continued input from the community, while some are long-term projects, which require further planning.

Lead Responsibility: Arts Commission, City Arts Coordinator, Arts and Culture Vision Committee,

NGACO, City Council, City of Laguna Beach, Director of Community Services

Potential Partners: LAM, CADA, Art Institute, CAP, NoSquare Theatre, Art Festivals, LBUSD, School Power, PTA, All local arts organizations, Public/Private Funding and Grants

AC3a: Cultural Arts Plan Update

Recreate/update and continue to implement the Cultural Arts Plan.

Time Frame: Short (0-2 yr.)

Lead Responsibility/Principal Partners:

Arts Commission

AC3b: Community Arts Education and Participation

Promote and educate community participation in the arts. Address need for cohesive and comprehensive cultural programming and communication. Create/update community calendar and establish process for its coordination and review.

Time Frame: Ongoing

Lead Responsibility/Principal Partners: City Arts

Coordinator



AC3c: Educate the Public on the Importance of the Arts

Time Frame: Ongoing

Lead Responsibility/Principal Partners: LAM, Art Institute, Laguna Playhouse, Art Festivals

AC3d: Create Year-round, Community-wide Arts and Cultural Activities and Events in Both Public and Private Spaces

Encourage/support/participate/attend public performances of artistic events in the community.

Time Frame: Ongoing

Lead Responsibility/Principal Partners: Arts Commission, LOCA, CAP, LAM, Chamber of Commerce

Potential Resources: Chamber of Commerce

AC3e: Outreach to Regional, National, and International Arts Organizations

Create more formal relationships with regional, national and international art organizations, i.e. Artist in Residence program.

Time Frame: Long (+5 yr.)

Lead Responsibility/Principal Partners: NGACO

Potential Resources: Public/Private Funding



AC3f: Promote Arts Integration into the City's Strategic Planning

Time Frame: Short (0-2 yr.)

Lead Responsibility/Principal Partners: Director of Community Services

AC3g: Showcase Local Artists and Groups
Provide opportunities to showcase local artists and groups i.e. Senior Art Exhibits

Time Frame: Ongoing

Lead Responsibility/Principal Partners: Arts Commission, Local Galleries, LAM, LOCA, Craft Guild, Art Institute, LBUSD

Potential Resources: Public/Private Funding

AC3h: City Arts Department

Create City Arts Department reporting directly to the City Manager.

Time Frame: Short (0-2 yr.)

Lead Responsibility/Principal Partners: City Council

AC3i: Arts Education Programs in Local Schools

Comprehensive arts education programs at all levels, K through 12

Time Frame: Long (+5 yr.)

Lead Responsibility/Principal Partners: LBUSD

Potential Resources: SchoolPower, PTA, Public Funds

AC3j: Artist Participation in Schools and Community Education

Encourage more artists to participate in schools and community education. Establish artist mentor programs.

AC

Time Frame: Ongoing

Lead Responsibility/Principal Partners: All local arts organizations

Potential Resources: Private Grants

AC3k: Business in the Arts

Encourage participation from business in arts in both planning and promotion.

Time Frame: Short (0-2 yr.)

Lead Responsibility/Principal Partners: Chamber of Commerce, Visitor's Bureau, Arts Commission

AC3l: Cultural Center in Laguna

Potential project/program to create a Cultural Center in Laguna, similar to the Aspen Institute or others, to function as a world class venue for conference center, think tank, educational, performance, and such activities.

Time Frame: Long (5-30 yr.)

Lead Responsibility/Principal Partners: NGACO, Arts and Culture Vision Committee

Arts and Culture

Strategy Group Team Members

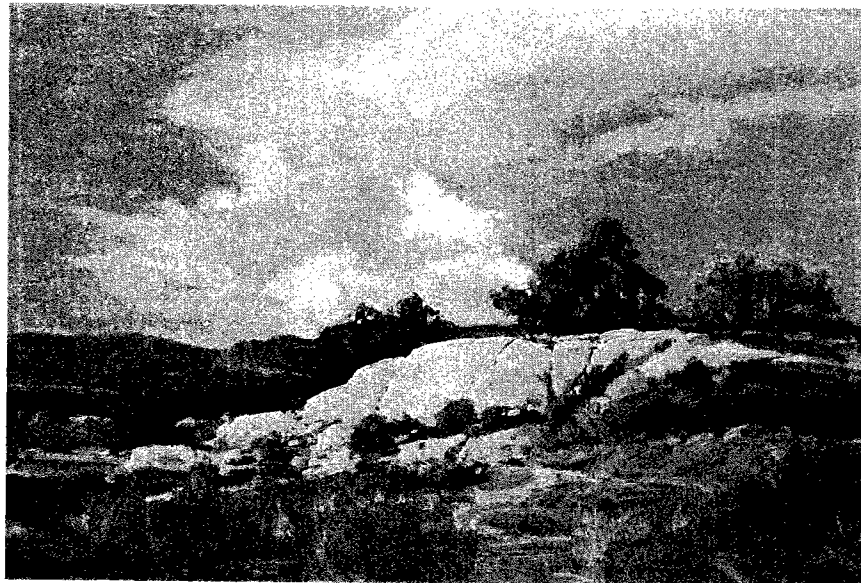
Facilitators: Sue Hendrickson, Vera Martinez

Recorder: Scott Winterstein

Steering Committee Liaison: Joan Corman Bloch, Suzanne Esko

Staff Liaison: Sian Poeschl

"...Make no small plans; they have no magic to stir the blood."



It's a Dilley
Ken Auster, 2000

Economic Sustainability

Strategy Team Action Plan

We will ensure that our business community is healthy and dynamic and built upon the aesthetic charm, historic character and natural features of Laguna Beach.

GOALS

- Maintain the aesthetic character and spirit of Laguna Beach.
- Maintain and promote an intimate, vibrant year round resident serving pedestrian friendly downtown and peripheral commercial area.
- Develop and maintain innovative solutions for parking, pedestrian mobility and traffic, for both residents and visitors.
- Encourage low impact and environmentally responsible commercial and light industrial development.

VISION

The Economic Sustainability team feels that preserving the aesthetic character and charm and improving the quality of the natural and built environment are important keys to preserving and improving long-term economic sustainability. It was noted that business falls off sharply when the ocean quality prohibits water activities. And, most everyone felt that, "we don't want to be a clone of what many other beach towns have turned into." The consensus was, that both residents and visitors alike want a unique Laguna Beach with a warm Old World "Village" feel. The most important consensus project is the creation of the Office of Economic Development (O.E.D.).

Projects were chosen that not only help business (O.E.D.); but those that help to preserve, what Laguna is (Design Characteristics and Uses Guidelines); and serve both residents and business (Traffic and Parking). There was also a very strong voice of consensus that the implementation of the Vision Project, with Full City Support, is vital for creating a vibrant future for Laguna Beach.

PROJECT PROPOSALS

EC1: Design Characteristics for Five (5) Commercial Areas of Laguna Beach

Determine the specific design characteristics for the five commercial areas of Laguna Beach, and establish and publish Design Guidelines for buildings, signage and landscaping.

Project Rationale: Aesthetic charm and historical character make Laguna Beach a magnet for visitors and residents alike. The unique character of Laguna Beach underlies its economic sustainability.



Time Frame: 2 –3 years

Lead Responsibility: City and ad hoc committees

Principal Partners: Businesses and residents in each area

Potential Resources: Existing Guidelines of Laguna Beach and other cities, Architectural Guild, Heritage committee, Beautification committee, Chamber of Commerce, Interested commercial groups

EC2: Uses for Five Commercial Areas

Create a list of periodically desired commercial use characteristics and uses. Study the possibility of allowing appropriate mixed use zoning in residential areas for small resident serving commercial enterprises (“European village” model; No “Circle K” styles). Study ideas for incentives for historic character preservation (e.g. allowing two stories downtown if historic character is preserved). This project could be done in parallel with project EC1.

Project Rationale: A variety of unique commercial uses makes Laguna Beach a magnet for residents and visitors.

Time Frame: 2 – 3 years

Lead Responsibility: City and ad hoc committee

Principal Partners: Businesses and residents in each area

Potential Resources: Existing Guidelines of Laguna Beach and other cities, Architectural Guild, Heritage committee, Beautification Committee, Chamber of Commerce, Interested commercial groups.

EC3: Market Research Study

Have a study done that analyzes customer needs and desires of both residents and guests.

Project Rationale: This study could provide local merchants with valuable information for use in target marketing and other uses. Who’s shopping and what



do they want? Identify revenue streams current and projected.

Time Frame: 1 – 2 years

Lead Responsibility: City, Chamber, and Visitors Bureau

Principal Partners: Local businesses and professionals

Potential Resources: Other destination resort communities, consultants, U.C.I., Chapman and other academic entities, local community

EC4: Office of Economic Development

Establish an Office of Economic Development (O.E.D.) within City Government to work with Visitors Bureau and chamber to promote and maintain economic sustainability, and act as ombudsman for businesses.

Project Rationale: Assists business to thrive in Laguna Beach and implements Market Study, improving present perceived relationship of City and businesses

Time Frame: 1 – 2 years part time (transition),
3 – 5 years full time employee

Lead Responsibility: City

Principal Partners: Chamber and Visitors Bureau

Potential Resources: City funding, Grants, S.C.O.R.E., volunteer pool

EC5: Traffic and Parking

Add additional physical parking in all commercial areas and specifically add significant parking spaces within a reasonable walking distance of downtown

- First, develop underutilized parking
- Max out all existing possible parking spots
- Create an inventory list of private and public spots
- Include electric charging stations in new spots
- Incentives for zero pollution vehicles, e.g. similar to handicap spots
- Lots of small solutions for traffic and parking will probably be the answer
- Bartlett Center option/ Valet drop off option
- Improving present perceived relationship of City and businesses
- Increase motorcycle-parking spots
- There were some dissenters on the parking structure idea.

Project Rationale: Increasing the physical number of parking spaces is essential for long-term sustainability of businesses in Laguna Beach and will assist in decreasing traffic in downtown.

Time Frame: 3 – 7 years

Lead Responsibility: City

Principal Partners: Business and community

Potential Resources: Current parking studies. Successful cities that have solved the parking/ traffic problem

EC6: Vision Implementation

Establish a City committee to oversee the vision process beginning with the acceptance of the Vision committee report by Council, through the implementation of projects.

Project Rationale: In order to fulfill the Vision, projects **MUST BE IMPLEMENTED WITH CITY SUPPORT**. Acts as an oversight committee. Developing Citywide consensus on Vision projects is vital.

Time Frame: Upon acceptance by Council

Lead Responsibility: City

Principal Partners: Vision committee, business owners and residents, all media

Economic Sustainability

Strategy Group Team Members

Facilitators: Jane Egly, Chris Prelitz

Recorder: Siggy Johnson

Steering Committee Liaison: Fred Droz

Staff Liaison: John Montgomery

Governance and Civic Participation

Strategy Team Action Plan

We will help citizens to be better informed about community affairs to foster greater participation and ownership.

GOALS

- Promote greater community dialogue, increase citizen education, and encourage civic engagement.
- Effectively utilize information technology that encourages citizen participation and fosters community participation.
- Improve governance models to insure that they are inclusive and accountable.
- Commit to creative, long-term thinking and continued support to the strategic planning process and develop measurable accountability standards for regular review.

VISION

The Governance Task Force focused its attention on the question, "How can we increase civic participation in the governance of Laguna Beach?"

Participation and ownership go hand in hand. From simply voting in municipal elections to participating on a city commission, or even attending a commission or council meeting, the belief is that the more successful we are at getting citizens to participate the better off our city will be. To this end, we looked at things that could be done both to better inform citizens about ways to participate in their governance and to motivate them to do so. We also considered

and made recommendations concerning what was disempowering in the way Laguna governs itself. Topping the list here was the challenge of streamlining public meetings—widely believed to be the greatest impediment to citizen participation across the board. Town Meetings and increased use of the Internet were major action items along with a recommended structure for a "Sustaining the Vision Committee."

PROJECT PROPOSALS

GO1: Town Hall Meetings

Establish a structure for Town Hall Meetings.

Project Rationale: On issues confronting the community, town hall meetings should be offered at which time different points of view would be presented, and adequate opportunity for citizens to focus on the issues through small group discussions and/or question and answer sessions.





Time Frame: Short

Lead Responsibility & Principal Partners: The Governance strategy team would have leading initial responsibility. Invitations would be sent out to each of the other task forces to choose representatives to this group. The responsibility of this Town Meeting Board will be to establish schedules for Town meetings, and produce strategies for evaluating and choosing topics for discussion.

Potential Resources: Laguna Beach citizens would take leadership roles. Space for meetings would be provided through City resources.

Measurement/Accountability: Within 30 days after the final approval of the Visioning document, this committee would be established. Within two months after establishment of the committee, this group will establish its own rules for procedure. Included within the established rules will be provisions to guarantee freedom of expression, open meetings, presentation of divergent points of view, and the opportunity for all citizens so wishing to be heard.

G02: Communications Task Force

Project Description/Rationale: For those not computer literate, kiosks provide an easy way to access City and community information. Kiosks could be placed at locations around the city such as the library, museum and special events.

Time Frame: Short

Lead Responsibility: Public Information officer designated by City staff and Communications Task Force committee.

Measurement/Accountability: Test one kiosk within one year (examples can be studied from other communities and venues such as Nixon Library.)

G03: Welcome Wagon

Project Description/Rationale: Create a program geared to new residents that would include a 'handbook' with listings of community resources, organizations, cultural information, regulatory and governance information, community history, and voter registration material.

Time Frame: Short

Lead Responsibility and Principal Partners: Public Information Officer and representatives from 'Community Character -People Group'

Potential Resources: Various civic interest groups and models from other cities. Expand the 'Laguna at a Glance' brochure used by the Vision Project.

Measurement/Accountability: Committee established within 30 days of approval of visioning document. Investigation and recommendations for implementation presented to Permanent Vision Committee within 9 months.

G04: Election Process Improvements Task Force

Project Description/Rationale: Form a task force to explore election process improvements to facilitate citizen education and participation and encourage the reduction of campaign expenditures. Possible improvements to the election process that would be a focus of task force study include the following:

GO

- Voter registration: Registration materials to be included in 'welcome wagon' packet; registrars at public events; places to register noted on City website.
- Election Fair: In a central location, an "election fair" should be held prior to each city election. Included will be opportunities to meet the candidates, explore candidate's positions on issues, and give opportunity for voter registration.
- Internet Election Forums: Candidate profiles and positions on issues, chat rooms with candidates, email access. Campaign finance disclosure and prominent display of candidates that have and have not agreed to voluntary spending limits.
- Encourage voluntary spending limits and use media to inform the public.
- Enforce campaign finance ordinance.

Time Frame: short (June 2002).

Lead Responsibility and Principal Partners: Citizen Volunteers appointed by the Governance Task Force, Registrar of Voters, Public Information Officer, Town Meeting Board, Civic groups such as the League of Women Voters.

Potential Resources: City Clerk, citizen volunteers for set-up and registering voters. Space provided by City.

Measurement/ Accountability: Campaign spending by candidates and independent expenditures will be reduced by November 2002. Fewer candidate forums will be held. Registration will increase by 5% each election period. The percentage of citizens voting will increase by 5% per election for similar elections. By Nov. 2002, all candidates will abide by voluntary spending limits. Use of Internet Forum increases every election cycle.

G05: Laguna Beach Website

Project Description/Rationale: The Laguna Beach website needs vast improvement to serve the needs of local residents. It should provide information such as Council meeting agendas and timely minutes, Design Review Board (DRB), Planning and other committee meeting information. Include links for Recreation department and community groups such as Chamber of Commerce, North Laguna Association, South Laguna and so forth. Make available email addresses for City Council members and other commission members on site. E-Forums should be investigated.

Time Frame: Short

Lead Responsibility: Public Information/Technology Officer and qualified volunteers from the Vision Community

Potential Resources: Telecommunications Committee; Models from other cities.

G06: Alternative Governance Models Task Force

Project Description/Rationale: Form a task force to explore alternative governance models. Consider City Council election by District; run-off election between top candidates.

Time Frame: Medium



Lead Responsibility and Principal Partners: Citizen volunteers appointed by the Governance Task Force and the League of Women Voters

Potential Resources: League of Women Voters, City Attorney

Measurement/Accountability: Recommendations made to Vision Sustaining Committee by June 2003

G07: Permanent Visioning Committee

Project Description/Rationale: To insure long-term sustainability of the Visioning Process, a permanent task force will be established. The task force will be made up of members selected from each of the Visioning Task Forces.

Time Frame: very short

Lead Responsibility/Principal Partners: Each strategy team selects two members to serve on the Permanent Visioning Committee. This group will establish criteria for selection of members that will provide for both stability and continuity

Potential Resources: Members of Task Force Vision Committee, Advisors, City Staff Liaison, Aspen Institute, and other cities engaged in the same process

Measurement/Accountability: Within 30 days after the adoption of the Vision Document, the permanent Visioning Task Force will be established

Governance and Civic Participation Strategy Group Team Leaders

Facilitators: Michelle Blair, Dale O'Neal

Recorder: Margo Morganlander

Steering Committee Liaison: Neil Fitzpatrick

Staff Liaison: Terry Brandt

"This is what democracy is all about: bringing diverse community members together to create a vision."

— JOEL KOTKIN, Vision Laguna's Town Hall Forum, January 5, 2001

What Remains to Be Done

Planning for Implementation: A Shared Process

The final phase of Vision Laguna 2030 is implementation. A thoughtful implementation plan will ensure a smooth transition from strategic planning to action. Successful implementation will require an active, committed partnership shared by the City Council, staff, and community. To make this partnership a reality will necessitate committed action from all three groups to achieve the following:

- The City Council and City Staff must weave the Vision Laguna Final Report into the City's planning process.
- The residents of Laguna Beach must participate in public and private sector initiatives that assist in accomplishing the goals and projects recommended by the community strategic planning groups.

Vision Implementation Committee

To institutionalize this partnership, the Vision Laguna Steering Committee recommends that the City Council establish a Vision Implementation Committee to review progress in implementing the Strategic Plan. The composition of this committee should include members of key city committees and commissions, members of the City Council and representatives of the public to be appointed by the City Council. The City Council should appoint the Director of Community Planning as staff liaison.

Duties of the Vision Implementation Committee

- Establish priorities and schedules to implement the goals of the Vision Laguna 2030 Strategy Teams.
- Review annually appropriate city staff reports as well as comments and reports from the private sector to assess progress towards implementing strategy goals.
- Provide the City Council and the community with an annual written report of this assessment along with any recommendations for updating the strategic plan.
- Disseminate its annual report by publishing it on the City web site and in other appropriate places.

Additionally, the Vision Steering Committee recommends the following actions:

Public Sector

Additional City Council Actions:

- Direct the Planning Commission to review the General Plan and the Municipal Code in view of the vision document and make appropriate recommendations to the City Council.

Laguna Morning painted by Gwen Pentecost, artist and vision forum speaker, following her presentation to the Laguna Beach community.



- Direct staff to address strategic plan recommendations as part of the budget process.
 - Ask staff to incorporate vision document recommendations into staff reports presented to the City Council whenever appropriate.
 - Require an annual report from the City Manager to update the City Council as to the City's progress in implementing the strategic plan.
 - Conduct an annual public hearing to measure progress, to hear the reports from the Vision Implementation Committee and the City Manager, and to update the strategic plan items, if appropriate.
 - Foster and support the objectives of the Vision Laguna 2030 in both the public and private sector.
- **Establish a Foundation, Institute or Other Not-for-profit Structures**
Suggested functions include research, grant writing, fund raising, think-tank activities for the exchange of ideas, civic education, networking with other communities, and partnering with the City of Laguna Beach for civic improvements.
 - **Form Specific Interest or Advocacy Groups**
Grass roots interest groups have emerged throughout Laguna's history. We anticipate that specific community groups will continue to form around specific issues, and they should be encouraged to do so. Existing preservation, social issues, and neighborhood groups offer models for effective citizen activity and advocacy. We recommend that community groups will continue to be fostered and supported by the City Council and staff because they represent the spirit of an active, engaged citizenry.

Private Sector

Community Actions:

The Vision Laguna Steering Committee recommends that the Laguna Beach community consider a variety of ad-hoc and permanent organizations that will assist in accomplishing the projects recommended by community strategy teams. Examples of possible public/private sector initiatives may include the following.

A Final Word from the Vision Committee

Implementation is not exclusively a City Council responsibility. The residents of Laguna Beach also have a primary responsibility to carry out the recommendations of the strategy teams by becoming active, engaged citizens. Individual citizen participation will ultimately keep the visioning effort vital and alive.



Appendix A

Contributors

Community Participants

The members of the Vision Laguna Steering Committee want to thank the thousands of thoughtful, concerned Laguna Beach community members who joined in the process to develop this vision, which is their work not ours. Many of these participants are named on the inside front and back covers of this document. Please forgive us for any misspellings or omissions. You are appreciated. Also, the Vision Laguna Steering Committee would like to acknowledge and thank the following individuals, companies and groups for their special contributions:

Caffino

Cox Communications

Cynthia Love Design

Laguna Beach High School

Laguna Beach Women's Club

Sandee St. John and Company

Super Printers

Moore Iacofano Goltsman, Inc.

Waste Management of Orange County

White House Restaurant and Suppliers

Friday Forum Speakers and Moderators

Kathleen Blackburn

Paul Choate

Gil Garcia

Jere Kersnar

Joel Kotkin

Kia Mortazavi

John Northway

Gwen Pentecost

Kenneth Schwartz

Morris Skenderian

Paul Wilkinson

Julie Ann Woods

Evening with Visionaries Speakers

Frank Hotchkiss

George Kinney

Amy Margerum

Photography

Bill Agee

Ann Christoph

Suzanne Esko

Cathy Krinsky

Laguna Canyon Foundation

Douglas Miller

Jim Nordstrom/Silver Images

Greg O'Loughlin

Mark Walpin

Coast Highway dedication: Courtesy of
Automobile Club of Southern California Archives

Community Organizations That Participated in the Vision Fair

A.Y.S.O.	Laguna Beach County Water District
AIDS Service Foundation/AIDS Walk Orange County	Laguna Beach Democratic Club
Alliance to Rescue Crystal Cove	Laguna Beach High School Athletic Boosters
American Association of University Women	Laguna Beach High School Scholarship Foundation
American Legion Post 222	Laguna Beach Historical Society
Architectural Guild	Laguna Beach Seniors, Inc.
Arts Commission	Laguna Beach Taxpayers Association, Inc.
Assistance League	Laguna Beach Visitors Bureau
Athens Group	Laguna Business Club
Beautification Committee	Laguna Canyon Conservancy
Board of Realtors	Laguna Canyon Foundation
Boys & Girls Club of Laguna Beach	Laguna Civic Art District Association
California State Parks	Laguna Club for Kids
Chamber of Commerce	Laguna Coast Wilderness Park
Church of Jesus Christ of Latter-Day Saints	Laguna Greenbelt
Coastal Business Exchange	Laguna North Community Association (LANO)
Community Art Project	Laguna Outreach, Inc.
Community Learning Center	Laguna Playhouse
Community Services Council	Laguna Resource Center
Community Services Department	Laguna Shanti
Cox Communications	Laguna Tennis
Cross Cultural Council	League of Women Voters
CSP Youth Shelter	Millennium Plan / ETRPA
Exchange Club of Laguna Beach	Mom's Club
Festival Artists	Montessori School of Laguna Beach
Friends of the Library/ Friends of the Library Foundation	Municipal Services Department
Friendship Shelter	Neighborhood Congregational Church
Girl Scouts of Orange County	Neighborhood Watch/ Laguna Beach Police Department
Hare Krishna Temple	Niguel Parent Participation Preschool
Heritage Committee	North Laguna Community Association
Hortense Miller Garden	Orange County Executive Office
Laguna Beach Community Clinic	Orange County Natural History Museum

OCBC/Venture Point
Orange County Transportation Authority
Open Space/ Recreation Committee
Opera Pacific
Parking, Traffic and Circulation Committee
Patriots Day Parade
Planning Commission
Presbyterian Church
Presbyterian Preschool
PTA Council
Rotary Club of Laguna Beach
Sally's Fund
Sawdust Festival
South Coast Air Quality Management District
School Power

Sierra Club Task Force-Save Crystal Cove
South Coast Medical Center
South Coast YMCA
South Laguna Civic Association
St. Catherine of Siena Church
Sunrise Rotary Club of Laguna Beach
Surfrider Foundation
Telecommunications Committee
Three Arch Bay
Top of the World Neighborhood Association
Unitarian Universalist Fellowship of Laguna Beach
Veterans of Foreign Wars
Village Laguna
Volunteer Center of Orange County
Woman's Club

Groups That Held Facilitated Community Workshops

Architectural Guild (Facilitated by Ernest Stuart and Anne Johnson)

Arts Commission (Facilitated by Chris Prelitz)

Chamber of Commerce (Facilitated by Melissa O'Neal)

El Morro Village (Facilitated by Jane Egly)

HIV Task Force (Facilitated by Neil Fitzpatrick)

Laguna Art Museum (Facilitated by Sandy Pendleton)

Laguna Beach Coastal Business Exchange (Facilitated by Melissa O'Neal)

Laguna Beach Unified School District Summer School Students (Facilitated by Neil Fitzpatrick and Joan Corman Bloch)

Laguna Beach Visitors Bureau (Facilitated by Barbara Wright)

Laguna Greenbelt (Facilitated by Joan Trivett and Don Black)

Laguna North Community Association (LANO) (Facilitated by Jane Egly)

Laguna Resource Center (Facilitated by Adrienne Cohen)

North Laguna Community Association (Facilitated by Melissa O'Neal)

Senior Center (Facilitated by Melissa O'Neal)

South Laguna Civic Association (Facilitated by Marion Jacobs)

Sunrise Rotary Club of Laguna Beach (Facilitated by Katherine Fierling and Nichole Blair)

Telecommunications Committee (Facilitated by Joan Trivett and Don Black)

Village Laguna (Facilitated by Vera Martinez)

Appendix B

Project Reports

The booklets listed below are the project reports that have been published to date. They are available on loan from City Hall or at the Laguna Beach Public Library. For immediate access, they are also available on the Vision Laguna Website at www.visionlaguna.org. For more information call (949) 497-0798.

Laguna Beach: At a Glance

This booklet, published in May 2000, is organized into five sections, including: history and demographics; the economy; the physical environment; community facilities and services; and neighboring communities. The document presents background information, trends and historical context and includes information on available community indicators such as crime rates, traffic statistics, per capita income and the like.

Vision Fair Summary Report

On May 12-13, 2000, the City of Laguna Beach hosted a Vision Fair Weekend for community members. The weekend included a range of activities and opportunities for community input and dialogue addressing diverse community issues. This report summarizes the results of the weekend's events and highlights points made during a panel discussion on Friday evening, presents data obtained from interactive vision booths and facilitated workshops, and includes detailed findings from the various activities.

Summary Report of Community Vision Workshops

In the months following the Vision Fair, the City hosted a series of community workshops to solicit and document public input into the planning process. Numerous community groups, neighborhood groups and stakeholders responded to an open invitation for a facilitated workshop to be held upon request. The Summary Report records the results from each of the community vision workshops and includes comments relayed during each workshop discussion and the ideas and concerns expressed in written comment cards.

Laguna Beach 2030: A Framework for Strategic Planning

Upon completion of the visioning portion of the project, a document entitled *Laguna Beach 2030 A Framework for Strategic Planning* was produced in November 2000. The primary purpose of the document was to summarize the information and data received, to present a compilation of Laguna Beach's assets, opportunities and challenges as identified by the community and to function as an organizing tool

to begin the strategic planning effort. This document introduces seven strategic themes of Community Character People, Community Character Place, Resident and Visitor Mobility, Environmental Responsibility, Arts and Culture, Economic Sustainability and Governance and Civic Participation.

Laguna Beach 2030 Final Report and Strategic Plan

The Final Report and Strategic Plan outlines specific actions that can be carried out over time to achieve the vision, goals and objectives derived from the visioning process and resulting community involvement. From the input received during the strategic

planning phase, each strategy team developed its own narrative, actions and priorities as represented in this plan. This document strives to provide a snapshot of the priority projects as determined by the strategy teams in a format that illustrates, in straightforward narrative and graphics, the processes, proposals and logic of the work completed to date.

Part One provides an executive summary, an overview of the process to date, a summary of priority projects or action plan as identified by each strategy team, and a guide for implementation. Part Two consists of detailed working documents, including Project Proposal Worksheets and Action Grids, for four of the seven strategy teams.

“Never doubt that a small group of committed citizens can change the world; indeed, it is the only thing that ever has.”

— MARGARET MEAD

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